



BRNO UNIVERSITY OF TECHNOLOGY

VYSOKÉ UČENÍ TECHNICKÉ V BRNĚ

FACULTY OF BUSINESS AND MANAGEMENT

FAKULTA PODNIKATELSKÁ

INSTITUTE OF MANAGEMENT

ÚSTAV MANAGEMENTU

ON-LINE MARKETING COMMUNICATION

ON-LINE MARKETINGOVÁ KOMUNIKACE

BACHELOR'S THESIS

BAKALÁŘSKÁ PRÁCE

AUTHOR

AUTOR PRÁCE

Jan Kollár

SUPERVISOR

VEDOUCÍ PRÁCE

Ing. David Schüller, Ph.D.

BRNO 2021

Specification Bachelor's Thesis

Department: Institute of Management
Student: **Jan Kollár**
Study programme: Economics and Management
Study field: Entrepreneurship and Small Business Development
Supervisor: **Ing. David Schüller, Ph.D.**
Academic year: 2020/21

Pursuant to Act no. 111/1998 Coll. concerning universities as amended and pursuant to the BUT Study Rules, by the Director of the Institute, you have been assigned a Bachelor's Thesis entitled:

On-line marketing communication

Characteristics of thesis dilemmas:

Introduction
Work objectives, processing methods and procedures
Theoretical background
Current status analysis
Author's proposal of solutions
Conclusion
Bibliography
Attachments

Objectives which should be achieve:

The aim of the work, based on the analyses carried out, is to propose appropriate online marketing communications to the selected company.

Basic sources of information:

DIBB, Sally and Lyndon SIMKIN. Marketing Essentials. Hampshire: Cengage Learning, 2013 ISBN 978-1-4080-7368-1.

JAKUBÍKOVÁ, Dagmar. Strategický marketing. Praha: Grada, 2013. ISBN 978-80-247-4670-8.

JANOUGH, Viktor. Internetový marketing, Brno: Computer Press, 2014 ISBN 978-80-251-4311-7.

KINGSNORTH, Simon. Digital Marketing Strategy, Philadelphia, PA: Kogan Page, 2016 ISBN 978--7494-7470-6.

KOTLER, Philip and Kevin Lane KELLER. Marketing Management: Praha: Grada, 2013. ISBN 978-80-247-4150-5.

RYAN, Damian and Calvin JONES. Understanding Digital Marketing London: Kogan Page, 2009. ISBN 978-0-7494-5389-3.

Deadline for submission Bachelor's Thesis is given by the Schedule of the Academic year 2020/21

In Brno dated 28.2.2021

L. S.

doc. Ing. Robert Zich, Ph.D.
Director of the Institute

doc. Ing. Vojtěch Bartoš, Ph.D.
Dean

Abstract

This bachelor thesis focuses on the marketing communication of EXE Jeans shop, a retail store with many branches over the Czech Republic. There will be covered and explained theoretical foundations, which are closely connected to the topic that I am working on in the first part. The second, practical part includes analysis of the current state in the selected company, its environment, and possible improvements in the recommendations part that are the main objective.

Abstrakt

Obsah této bakalářské práce se zabývá marketingovou komunikací obchodů EXE Jeans. Tyto obchody prodávají smíšené zboží od více značek a jsou rozšířeny v oblasti celé České republiky. V první části práce jsou pokryty a vysvětleny teoretické pojmy úzce spjaté se zadaným tématem. V druhé, praktické části se pak dále zaměřuji na analýzu současného stavu vybrané společnosti, jejího prostředí a možných zlepšení v návrhové části, které jsou hlavním cílem této práce.

Keywords

marketing, online communication, marketing communication, marketing mix, communication mix, environmental analysis.

Klíčová slova

marketing, online komunikace, marketingová komunikace, marketingový mix, komunikační mix, analýza prostředí

Bibliografická citace

KOLLÁR, Jan. *On-line marketingová komunikace* [online]. Brno, 2021 [cit. 2021-01-05]. Dostupné z: <https://www.vutbr.cz/studenti/zav-prace/detail/133295>. Bakalářská práce. Vysoké učení technické v Brně, Fakulta podnikatelská, Ústav managementu. Vedoucí práce David Schüller.

Declaration of originality

I hereby declare the originality of this written bachelor's thesis. It contains my own work and was elaborated under the guidance of my supervisor. I declare that every source is stated, listed, and fully referenced following copyright law No. 121/2000 Sb. On copyright and rights related to copyright.

In Brno 16.5.2021

.....

Signature

Acknowledgment

I want to take this time to thank the supervisor of my thesis Ing. David Schüller, Ph.D., for his patience, professional guidance, and valuable advice throughout the completion of my bachelor thesis, together with a good atmosphere during consultations, notes on what should be improved, and lastly, helpful feedback.

Furthermore, I would like to express my gratitude towards Lenka Kalvodová, the branch manager of one EXE store, as she connected me to Pavel Vaněk, who has provided the data needed for elaboration. And lastly, my family, my partner Karin, who supported me during the elaboration of the work and my studies.

Contents

Introduction.....	11
Goals and methods of the thesis.....	12
1. Theoretical foundations.....	13
1.1. Marketing	13
1.2. Brand	14
1.3. Marketing mix	17
1.3.1. Product.....	18
1.3.2. Price.....	19
1.3.3. Promotion	20
1.3.4. Place	20
1.4. Marketing communication	22
1.4.1. ATL and BTL communication	23
1.4.2. Communication mix	24
1.4.3. AIDA model	30
1.4.4. STDC	31
1.5. Online communication	33
1.5.1. Digital and online tools.....	33
1.6. Segmentation, targeting, and positioning	38
1.6.1. Segmentation	38
1.6.2. Targeting.....	39
1.6.3. Positioning	40
1.7. Macroenvironment and microenvironment	41
1.7.1. Macroenvironment.....	41
1.7.2. Microenvironment	42
1.8. SWOT analysis.....	43
1.9. Marketing research	44
2. Analytical part.....	46
2.1. Company introduction	46
2.2. Macroenvironment	47
2.2.1. Political.....	47
2.2.2. Economical	48
2.2.3. Social	51
2.2.4. Technological	53
2.2.5. Legal.....	53
2.2.6. Environmental	53
2.3. Microenvironment.....	55
2.3.1. Competitors	55
2.3.2. The threat of new entrants	61
2.3.3. Bargaining power of buyers.....	61
2.3.4. Bargaining power of suppliers.....	62
2.3.5. Substitutes.....	62
2.3.6. Logistics	63

2.4.	Marketing mix	64
2.4.1.	Product.....	64
2.4.2.	Price	68
2.4.3.	Place	70
2.4.4.	Promotion	71
2.5.	Communication mix	72
2.5.1.	Offline environment	72
2.5.2.	Online environment	75
2.6.	SWOT analysis.....	81
2.6.1.	Strengths	83
2.6.2.	Weaknesses.....	84
2.6.3.	Opportunities	84
2.6.4.	Threats	85
3.	Recommendations	87
3.1.	Responsible person.....	87
3.2.	Proposed Solutions	88
3.2.1.	Social media	88
3.2.2.	Instagram	88
3.2.3.	Facebook.....	95
3.2.4.	Emailing	96
3.2.5.	Youtube	97
3.2.6.	SEO	98
3.3.	Time schedule	98
3.4.	Overall costs	99
3.5.	Risk analysis.....	100
	Conclusion	104
	List of bibliography and references.....	105
	List of pictures.....	109
	List of graphs.....	111
	List of tables	112

Introduction

This bachelor thesis is focused on marketing communication of retail clothing company EXE Jeans that operates since the year 1998. At the first stage, the company was producing their own goods; however, after some time and disputes in company management, the group disbanded until current owner Andrzej Tomaszek took an opportunity and became the owner of the company after serving many years as a manager. The company has been working mainly in an offline environment, but there is a question. Is it hard to enter an on-line environment? It is easy. However, there is one big but. And that is the fact that entering it is easy, producing great and complex communication activities using helpful tools will result in skyrocketing on-line sales.

I have been working for EXE Jeans as a part-time assistant for nearly three years, and during that time, I established a great relationship with people there. Since then, I wondered why this company is not using an e-shop or on-line communication as a tool. Then the idea came up, and motivation for this work is helping the company make its communication more effective.

Theoretical foundations are explained in the first part. That information will be used for further elaboration in practical and recommendation parts.

In the analysis part, I will evaluate the company's current situation on the market, and from that, part of the recommendations will follow as it will be based on the outputs from the analyses.

Based on the outputs I will suppose possible solutions and recommendations for better performance of the on-line marketing department of EXE Jeans. The company is already well-known in the community of regular customers. The goal is to make consumers aware of the company's presence in on-line environment by making its communication more effective, complex and developed.

Goals and methods of the thesis

Main goal

The main aim of this bachelor thesis is to streamline the effectiveness of marketing communication of a selected company EXE Jeans. Based on conducted analyses of macroenvironment, microenvironment, marketing mix, and communication mix.

Partial goals

- Explanation of essential parts with theoretical foundations.
- Analyse the current state of the company and gain outputs helpful for further elaboration.
- Suggest suitable recommendations for the company to boost the effectiveness of on-line and whole marketing communication.

Methods

Three methods have been used in this thesis and are divided into three parts which respectively are: Theoretical, Analytical, and Recommendations. The first part focuses on the theoretical foundations related to marketing and specifically on-line marketing communication, which are needed for a better understanding of the topic and further elaboration of the thesis. That information are obtained mainly from professional publications and are extended by internet sources specialising in marketing topics.

The second part goes in-depth to analyse the current state of EXE Jeans company using the methods and frameworks described in the theoretical part. The first tool is PESTLE analysis of the macroenvironment, Porter's five forces of the microenvironment, and special attention is given to the marketing mix and communication mix. Based on the outputs from partial assessments, I conducted a SWOT analysis that summarises the company's main strengths, weaknesses, opportunities, and threats.

The last part is devoted to recommendations that aim to improve the marketing communication of EXE Jeans company based on the output data from the analytical part.

1. Theoretical foundations

First, the theoretical part of the bachelor's thesis explains the basic but essential terms and definitions of marketing and its components, whose understanding is crucial in the further elaboration of this thesis.

1.1. Marketing

When asked the question, what is marketing, there is no clear and brief answer, as there are many definitions that describe this topic and they divide, but most of them connect at some point with each other, and at the same time they are not incorrect. In short, it is a summary of activities and actions, which identify and lead to the point where the right product is delivered to the right customer. Missions and goals are to benefit both sides and give them mutual value and satisfaction.

According to Karlíček, marketing is often confused with sales, resulting in a disaster for a company. Advertisements and sales are indeed part of marketing. However, this is just barely a hint of something bigger, and this is just a tip of an iceberg (1, p. 18)

Karlíček mentions the same point and definition, saying that the most known answer is from the American Marketing Association. They describe marketing as “*activity, a set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large*”, and when we look at the British Chartered Institute of Marketing their definition is that marketing is a managerial process that serves to understand, predict and satisfy the customers altogether with profit. (1, p. 19)

Kotler says that marketing is based on customer relationships, creating value, and providing them direct contact more than any other field of business. Many big companies such as Wal-Mart, Dell, or Coca-Cola knew that they had to care about their customers. (2, p. 29)

These steps are building trust between customers towards the company and resulting in better public perception. Creating a stable brand that customers can relate to.

1.2. Brand

Karlíček describes that the brand isn't just a simple logo or a label. Thanks to the brand and branding, the product and company can appeal more credible to the consumers than competitors. As it is stated, the brand is a “carrier of certain meaning”. (1, p. 129)

As Kotler says, consumers will purchase the product again because trusted brands guarantee a certain level of quality caused by the fact that it was purchased before and verified. Additionally, the same product can be viewed differently according to the brand they wear, as shown in the picture below. (3, p. 280)

THE POWER OF BRANDING



Picture no. 1: Power of branding
(Source: 4)

In the picture above, we can see the power of branding. It is the reason people are willing to pay more for branded products rather than unbranded ones. This is caused because branding is differentiating the products from the competitors, not only by the logo. (4)

Finkle stated another addition to the definition in his blog “*The power of branding is its ability to influence behaviour. We brand companies so they can build reputations. A brand with a good reputation elicits more purchases, advocacy, donations, shares, etc.*”. (5)

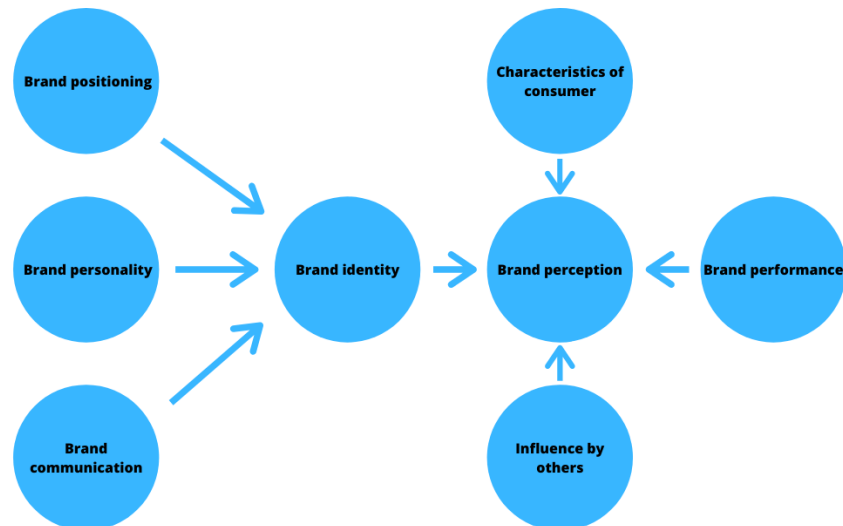
As per Zich in the branding lecture, he mentioned aspects that the customer can associate with: (6)

- Function – Belief in specific advantages and functions of the product.
- Image – Brand has a great look

- Style – Usage of the brand leads to a particular style that can be shown
- Extension – Willingness to purchase products from more fields or sections
- Emotion – Association with some specific moment
- Self-expression – Expression of who the person is
- Story – Of the particular brand and how it started/is going
- Identity – Brand is trustable because they follow things they show or say
- I would add one more that many people could probably include in the image part.
- Attitude – How the company behaves, stands, and reacts to certain situations

Right from the start, the company should define how it wants to be seen, perceived, how it will act, for what values will it stand, what attitudes will it have, and more. Those are just some of the “founding principles”. Boučková adds that a brand should have the ability to cause positive associations and to express the nature of the company’s activities. (7, p. 141)

To sum it up. The customer that sees the brand knows that it stands for something. It stands for specific values. If it’s safety, vision, well-being, comfort, good look, functionality, etc. The key is “to live with its founding principles each day”. In other words, doing what you said you would do. This means that the company stands for something, and customers can associate with the brand, which results in creating some form of bond to see that the company stands for the same values and principles as he does. This helps with brand awareness and general recognition. *“What’s your promise? Your promise is your brand”*. *“Brand is not what we think it is, but what the consumer thinks it is”*. (8)

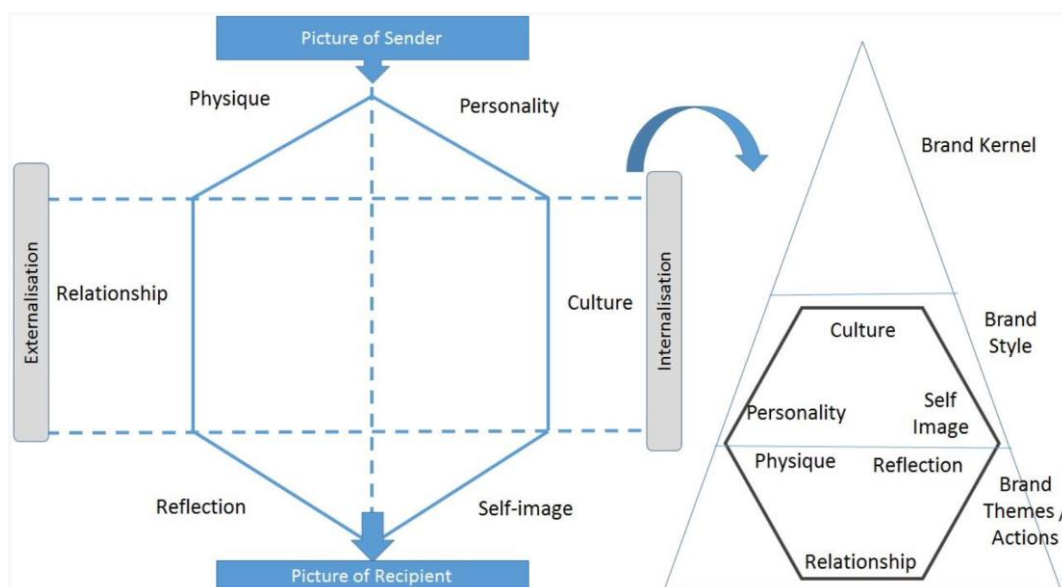


Picture no. 2: Brand performance
 (Source: own work based on: Zich: 6)

Zich also mentioned that a “*strong brand has a perfect brand identity*”. This leads to a perception of the public and consumers. It is how the world sees the company. (6)

Brand prism

It is a tool to describe and put the company’s characteristics into one place to understand each part. It is for understanding how the company is seen and how it wants to be seen. And can be used if the company wants to know this particular data. This includes physique, personality, relationship, culture, reflection, and self-image. (6)

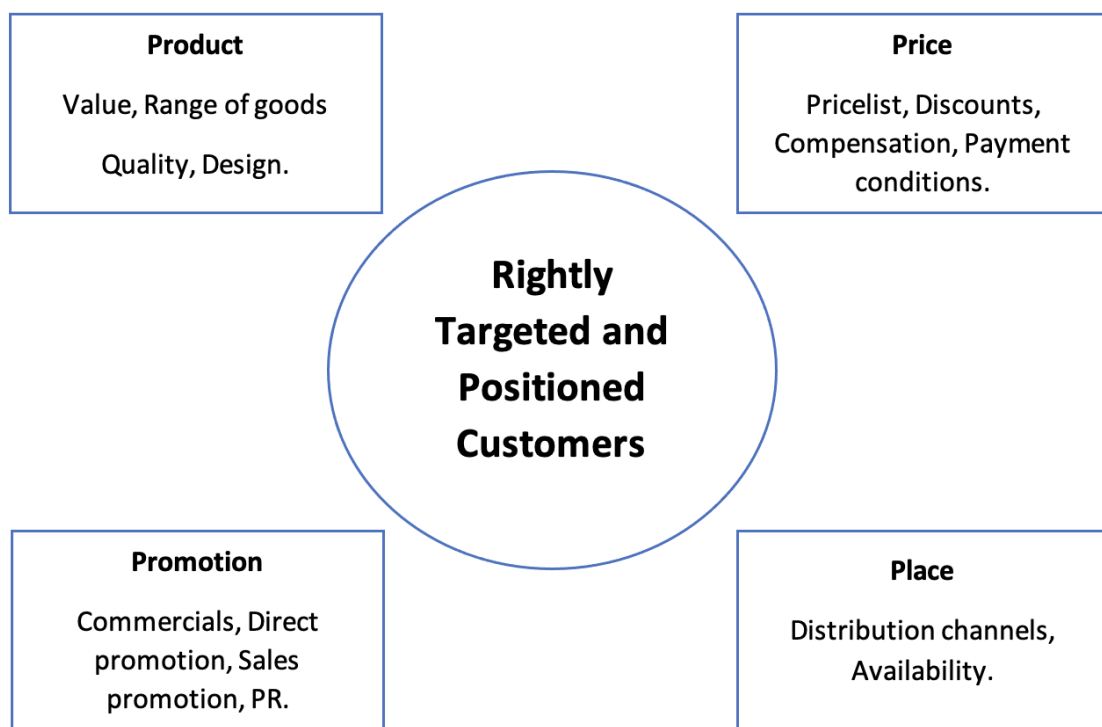


Picture no. 3: Brand prism
 (Source: own work based on: Zich: 6)

1.3. Marketing mix

The marketing mix is often referred to as “4P’s”, and it includes essential decisions related to the advertised product, its pricing, promotion, and place. As Karlíček states, every tactical decision must conform to the targeted segment and facilitate the brand's positioning. Otherwise, the strategy cannot perform effectively. (1, p. 152)

Kotler says that the marketing mix is a “*summary of all activities that a company develops to support the demand for the product*” (2, p. 106) But in the updated version, he mentions that according to the complexity, richness, and width of marketing 4Ps are not covering the whole story and if we want to keep them up to date, we will come to an adequate list that reflects today’s reality, and this includes: people, processes, programmes, and performance, and he refers to them as 4Ps of modern marketing management (3, p. 56)



Picture no. 4: 4P's model
(Source: 2, p. 106)

1.3.1. Product

According to Kingsnorth, the product can be either a physical or service product but developed in the way people actually want it and satisfies customer needs. As stated in the chapter before. The product needs to have its own and real unique value. Or something that differentiates it from the rest of the companies you're competing with. In the digital example Kingsnorth provided, we can see the differences between consumer behaviours and especially now in the age of digital marketing. *"Three people buy an album. John buys a CD, Maria downloads the album, and Robin streams it. Each person will use your music differently. John may proudly display the album on a shelf. Maria may delete some other music from her phone to free up space for the new album. Robin may put the tracks into separate playlists."* It is needed to understand the different motives that lead consumers to such actions to set the marketing strategy perfectly. (9, p. 9)

There is a possible usage of functional benefits to differentiate from the competitors. For example, LG developed a TV with ultrasonic insect repellent. And in Asia, those insects and flies are a significant threat due to the diseases they spread. This applies to many fields, and not only one specific and functional benefit can be found everywhere. (1, p. 154)

However, another unfair advantage may be found in the design, and it serves as a short advertisement of the product. And it plays a key role for furniture or car manufacturers. The company should evaluate "which characteristics it will choose for the product", if the customers will appreciate it and for what price. The critical factor should always be the value that the customer gets by buying a particular product. (1, p. 157)

When you think of pitching your idea to someone, it is also a presentation of your work, and it's up to you how you sell it because, many times, there is a very limited time to impress. After meeting someone for the first time, you receive and give the first impression. People from time to time judge the book by its cover, and it is important to leave a significant impact to start the communication right. And that's the thing with the design advantage of the product. Elon Musk created an unusual pickup car, and the design was from the point of view of critics disaster. However, Musk made a great impression on the right people with the right product, and in the presales, they already made millions

of dollars without spending anything on marketing campaigns. Simply by attracting the right people. Apple attracted customers through its simplicity and clean design.

1.3.2. Price

Price is another one of P's, and Jakubíková says that price determination affects the impact and executives of the company. It involves marketing competence because setting the right price affects demand, market positioning, and competition. It is essential to know how customers are going to respond to the price level. At the same time, we take into consideration the costs. Growing costs cannot affect the customer directly with a higher price as he will find other ways for his satisfaction (10, p. 270)

Kingsnorth says that the critical factor is whether the company is requesting the price that customers are prepared to pay. The price must reflect important factors when setting the price, such as brand strategy and value, reviews, quality, etc. However, other ways of pricing can be implemented here. (9, p. 9)

However, it stays the same when the essential criteria for product pricing are its unique value. (10, p. 272). Nowadays, the significant impact of the business is the internet because the price estimation has now been more dynamic in real-time. There are online tools that customers can use to compare the prices and choose the best for them. In chain stores, the prices are always set to some level, and people come there, try the product, and because of the lower price, they finally purchase it through the internet. (10, p. 270)

Price is the only P that is related to revenue, and the others are situated on the expenditures, so the correct assessment has an existential effect on the company. The company has to understand the concept between the perception of price and the perception of quality to set the right price. The trend in society is that more expensive products do have higher quality. Price determines the main aspect of brand positioning. (1, p. 177)

When speaking about brand positioning, Štědroň shows us an example of a customer of a luxury business that focuses on high earning individuals. With that, customers expect a higher price. When the cost of a product is too low, we will acquire low-earning customers that are not our goal. (11, p. 73)

How do the customers evaluate the price of the product? It is based on the previous purchases and the referential prices to which they compare the price. (1, p. 178). In conclusion, the price must be set according to the brand strategy if it is a luxury brand or

a normal one, reflecting it and the market expectations. At the same time, it has to be correct for the company to survive financially.

1.3.3. Promotion

Promotion serves not only to persuade and acquire new customers but also to preserve and develop a more profound relationship with stable customers. (11, p. 82)

According to web Marketingmix. First of all, you need to explain what the product is, how it can be used, and how the user will benefit from it. The trick is to inform and persuade the buyer to think that their problem will be solved, and this will be done by getting informed about the product through promotion on relevant platforms. Before the promotion can be started, you need to be sure to identify this specific audience interested in the product. (12)

Dibb describes the role of promotion in the way that the company tries to inform the targeted audience individually or collectively about the company's products and tries to persuade them. Some of the promotional efforts that the company does are to present the brand to the general public and to maintain a great relationship with them. Advertisers can coordinate communication towards multiple audiences, but it is good to communicate to a specific target market as it was expressed. (13, p. 391)

Marketing communication is much broader than it seems, but the focus stays mainly on awareness raising about the product to inform the customer and build relationships. To persuade the consumer to accept the product and more, there is a possibility of highlighting some specific attributes. (7, p. 222)

1.3.4. Place

Kotler states that we can insert everything that leads to the point where the final product will be physically available under the term of place. (2, p. 107). This does not only apply to the offline physical product but also the usage of some intangible assets, for example, such as a streaming service.

The place also aims to keep the total costs related to distribution as low as possible while still being available at the right time and location. (13, p. 33). Karlíček adds that the method should go hand in hand with the strategy of the brand. Some values are part of

the real added value that the company offers to the customer, such as simplicity, quickness, and comfort. (1, p. 216)

An online store needs to be easily locatable when it comes to the online world. When consumers don't easily find the product, they will eventually end up searching on other websites. The particular item should be well described, shown, and displayed well and in stock. (9, p. 11)

1.4. Marketing communication

In some sense, marketing communication is the voice of the company and its brands. It is a medium that tries to directly and indirectly inform, convince, and remind consumers about those brands they sell. (3, p. 516)

To have successful communication, we have to ensure that we have a clear vision of what we want to tell the customer. There is a need to separate each interested customer and the target group, a brand that stands for uniqueness and integration and interconnection of communication activities. Every organisation communicates. All it does or does not is a message to the outside world. (10, p. 296)

Marketing communication has more components, and those are working together to fulfil the purpose and complement each other. In other words, a combination of those aspects usually refers to a “communication mix”. (7, p. 223)

In the table below, we can see the basic components of the marketing communication mix.

Table no. 1: Marketing communication

(Source: 3, p. 519)

Promotion	Sales promotion	Events and experiences	PR and publicity	Direct interactive marketing	Word of mouth	Personal selling
Printed and broadcasted	Contests, games, betting, lotteries	Sport	Printed packages	Catalogues	Face to face	Sales presentation
Packaging	Rewards and gifts	Entertainment	Speeches	Mailings	Chat	Sales meeting
Cinema	Samples	Festivals	Seminars	Telemarketing	Blogs	Incentive programmes
Brochures	Trade fairs	Art	Annual reports	E-shopping		Samples
Leaflets and flyers	Exhibitions	Affairs	Charity gifts	Teleshopping		Trade affairs
List	Coupons	Excursions	Publications	Fax		
Overprinting	Discounts	Musems	Community relationships	E-mail		
Billboards	Low-interest funding	Street activities	Lobbying	Voicemails		
Signs	Old device trade-ins		Company publications	Company blogs		
Displays	Loyalty programme		Company magazine	Webpages		
DVD	Promotional items					

1.4.1. ATL and BTL communication

Kingsnorth states that there are two techniques of differentiation between broadcast and targeted communication. Those are below-the-line and above-the-line. (9, p. 11)

Above-the-line is often mass advertising to broad audiences to increase visibility and build the brand. On the other hand, below-the-line is utilised with a more specific message for customised communication with the target group or segment. (9, p. 11)

According to Jakubíková, we can break down those techniques in many ways. One of them is:

- Themed communication (ATL) – Inform about the product, brand.
- Image focused communication – Focused on relationship improvement, raising awareness about the brand.

Some classify it in this way:

- BTL – Focused on activities. To persuade customers to purchase.
- ATL – Promotion in media. (10, p. 297)

Examples from Kingsnorth in 2016 for:

- ATL
 - Radio
 - TV
 - Press
 - Display
- BTL
 - SEO
 - Direct Mail
 - Paid search
 - E-mail

1.4.2. Communication mix

In the table above, there are basic components of the communication mix. In this part, they will be further explained. There are basic parts that are primarily and commonly used for principles extended by a few less known.

There are few goals in the communication said by De Pelsmacker:

- Should be hand in hand with companies and marketing goals.
- Connected with the current and future position of products and brands.
- Quantifiable to be measurable.
- Formulated regarding to the opinions of implementers.
- Accepted as binding.
- Motivating to everyone that is involved in the execution of it.
- Divided into smaller parts if it's possible. (14, p. 157)



Picture no. 5: Communication mix
(Source: own work based on multiple authors from sources)

1.4.2.1. Promotion

One of the most visible parts of the marketing mix is undoubtedly promotion. That's why many people misfile it with marketing as a whole. At the same time, it is essential and one of the oldest parts of the communication mix. Promotion is the most discussed part, and not like the others, and it is the one that uses the most resources. (14, p. 203)

Promotion is the presentation of information about the product using paid media. The attraction of a wide range of customers is the positive effect of promotion. On the negative side, we can see that this is just one-way communication towards customers. (10, p. 308)

Boučková describes promotion as “a specific form of communication to the customer using different media” and “an intentional activity that serves relevant information and emotional or rational arguments to the user, convincing him and trying to get him interested and take action” (7, p. 224)

Two primary categories of promotion are recognised as per the subject of it. Those are:

1. Product promotion – The role of this category is showcasing the advantages of the usage of the product and highlighting unique values.
2. Company promotion – This one aims to build the brand of the company, raise awareness, support the loyalty of the customers, and introduce the goals. Persuading about advantages of the product. (10, p. 309)

Kotler states that the promotion attracts geographically interspersed consumers. There are two possibilities that the company can achieve. The first one builds a long-term image, and the second causes a boost in sales (Weekend sales promotion). (3, p. 530)

1.4.2.2. Sales Promotion

Sales promotion is another part of the marketing mix. Its lifetime is short because it only serves as a short-term promotion of a specific product to boost sales. This means that this method is not very effective on a long-term scale. It supports and awards a fast reaction as it is focused on “Buy now” instead of promotion’s “Buy”. (2, p. 638)

It can be divided into three main categories:

1. Customer events - Discounts, gifts, prizes, contests (End consumer)
2. Business events – Special conditions, well-appointed sales place, pencils, and ballpoints for free, diaries (Company)
3. Events for sales team encouragement and motivation – benefits, motivational plans (Salesmen). (11, p. 87)

There are different goals for each category that will differ by the group character of each one. (7, p. 230)

For the general public, the first category is most visible because it focuses on the final customer that is willing and going to purchase the product.

The ability to cause an instant and visible boost in sales is a significant advantage, and it is a very liked technique, but it also has a dark side. In some cases, it can harm the brand image that the company tries to maintain. Another drawback is that a boost in sales is often counterbalanced by a subsequent drop. (1, p. 201). Boučková states the same thing. Boost is only short-term, and after the sales promotion end, it goes back to the previous level. (7, p. 230)

1.4.2.3. Events and experiences

This particular specification is already included in public relations or personal selling as per publications. Popularity rise is the main goal that goes together with bringing positive feelings towards customers. (11, p. 87)

Sponsoring is another excellent part of the communication mix as consumer opinions can be affected by everyday encounters with a brand. What plays the essential factor is that it is helpful to be part of the particular experience during important moments in customer life in this method. Further, it will deepen the relationship with them and the target market. (3, p. 564). As an example, RedBull is a brand that we can see on many occasions through a wide variety of events.

These sponsorships' actions are not really predictable even if they seem they have some apparent advantages. (3, p. 565)

Experience marketing is close-knit with local marketing. Showcasing the advantages while connecting it with extraordinary experiences will be stuck in a consumer's head. All with positive thoughts about the product, and this method does not necessarily try to sell it. (3, p. 567). Štědroň adds that this method cooperates with activities that evoke emotional experiences, leading to positive emotions and a positive perception of the brand. (11, p. 88).

It is stated that the "idea behind isn't to sell something, but to show how the brand can enrich consumers everyday life". Participation in such events is labelled as a more exciting way of communication. It has been said that other forms are not that effective as experience marketing brings a lot more information about the product and positive experiences. (3, p. 567)

1.4.2.4. PR and publicity

Dibb states that it can be viewed as a promotion through mass media with no expenditures in a “news story form” about a particular product or organisation itself. However, we should not see it as a free method because there are known costs connected with it. (15, p. 402) This form is known as publicity. Štědroň adds that PR can be defined as “establishing, developing and maintaining a positive relationship with the public and its target segment”. (11, p. 87)

A spokesperson was formerly the only part of PR that clarified activity differences between media and company opinions on those particular things. PR is a very sophisticated and complex task that usually lies with the CEO or director of the company. It includes maintaining contacts and building a good image in every public part, which goal is ultimately a mutual understanding. (14, p. 301)

Jakubíková provides us with the basic tools used in PR, referred to and according to Kotler as PENCILS: (10, p. 318)

- P – Publications
- E – Events
- N – News
- C – Community involvement activities
- I – Identity media
- L – Lobbying activity
- S – Social responsibility activities

In Marketing by Kotler, there is added product publicity, investor relations, and help from sponsors. (2, p. 667)

1.4.2.5. Direct interactive marketing

Establishing direct contact with the target audience is the primary goal of this method as it involves activities meant for building the relationship. There are two main advantages regarding this method. Better targeting of the defined segment who are intended to receive the message is the first one, and the other is that not as other marketing tools it cannot be tracked. This causes that the competitors can't see the results and base any information

on them. On the other hand, there is a type of drawback in higher costs, but at the same time, when compared to regular promotion, it has much higher effectiveness. (7, p. 239)

Jakubíková says that reaching consumers through multiple contact routes with an intention to get the answer or reaction from them is the basis of direct marketing “*The most effective communication is the one that talks to the customers at the right time when they could need or use the service, the same thing goes on with rightly targeted direct mail*”. (10, p. 322)

One thing that distinguishes direct marketing from other mass methods is the usage of data about the customer. This data is used to learn about the customer, what is he interested in so the right company can present him with its products. In different words, this is not a method that targets a broad audience with no interest in a particular thing. It targets specific people with needs that are solved by the advertised product or attracts their attention. And as it was stated before. It may have higher costs, but the effectiveness of relevant targeting is even better. (16)

Table no. 2: Difference between mass and direct media
(Source: 14, p. 388)

Mass media	Direct media
Segmentation	Individualisation
Remembering, recognition, and image measuring	Measuring relations by customers
Mass one-sided communication	Targeted double-sided communication
Market share	Customer share (quantity and frequency of purchases)

When we take a look at the table, the customer should be understood as an investment. This means that the company has to aim for more personal, accurate, and interactive communication, which can positively impact the sale itself, which is achieved by identifying the target customer. (14, p. 388)

1.4.2.6. Word of mouth

This method can be one of the most effective tools used. Companies can save a lot of finance, they would still spend on other parts of the mix. Instead, they focus on customer satisfaction with the product or service, and they care about the customer being happy with it. (10, p. 322)

A good fact to know is that a pleased customer expressing his satisfaction with the product or service is heard much less than an unhappy customer communicating his frustration with others. To add, his influence is much more significant. (10, p. 322)

Kingsnorth speaks about word of mouth on social media. Still, it applies both to offline and online marketing that “people trust the people they know more than they trust any advertising in the world” and “recommendations and the resulting word of mouth can help turbocharge your marketing”. (9, p. 153)

Even with a minimum of promotion, word of mouth can be actively managed and used to instigate, and the positive results will come organically. More personal bonds can be felt by customers of small companies where word of mouth can seem very effective. (3, p. 586)

1.4.2.7. Personal selling

According to Štědroň, this intends to sell the product while developing and retaining relationships with existing and future customers. It may be defined as “face to face” interpersonal communication. Direct and easy interaction with the consumer is probably the most significant advantage since it can have immediate feedback from him. However, there is a need to hire qualified salespeople as they can communicate invalid information that can’t be controlled. (11, p. 88)

Personal selling is a term that can be used in the B2B or B2C market as a salesperson can be the cashier at a supermarket with everyday items or a professional advisor with a university degree responsible for very valuable transactions worth millions of dollars. The salesperson is viewed by many people very stereotypically, but as we can see, they can be in all positions throughout the business. (2, p. 681)

One of the advantages stated by Jakubíková is that the reaction and responses to the feedback based on the situation can be performed by a salesman to sell or close the deal. The other one is that the customer “feels a need to respond to the seller”. (10, p. 320)

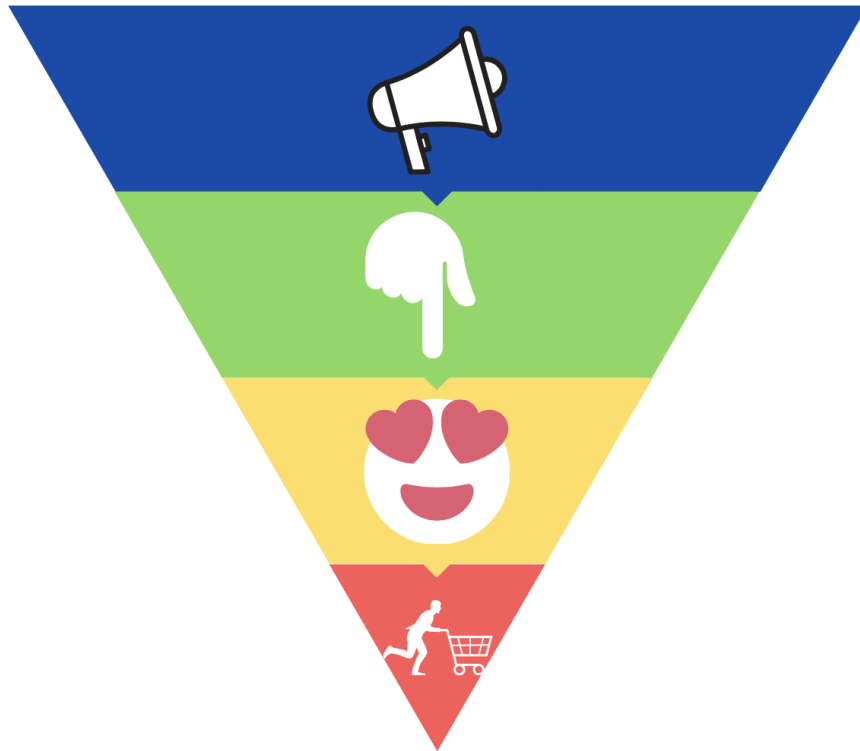


Picture no. 6: Six steps of successful trade
(Source: own work based on: 3, p. 602)

1.4.3. AIDA model

Jakubíková mentions that the goal of marketing communication is explained by the AIDA model (Attention, Interest, Desire, Action). There is stated that it is needed to speak in the consumer's language, so he understands everything simply and well. (10, p. 297)

More AIDA models were developed over the years, but this basic one is the most common and widespread.



Picture no. 7: AIDA model
(Source: Own work)

Attention

First of all, the ultimate aim is to make the product known to customers. Drawing the buyer's attention is the initial move you want to take to understand and consider ways how to approach them and make them interested. (17)

Interest

According to CFI.com, gaining interest in a particular product is the hardest. When a consumer is aware of the product, that's the first step to success. Still, he needs to get interested in it and get detailed, simple to read, and easily understandable most relevant information about the product to awaken desire. (17)

Desire

The previous two steps go hand in hand together. The company has to show the products or service a unique value with the benefits provided to awaken this desire. It is needed for the customers to see what they will get from this and why they “need” it. Why is it better than the competitor’s product? A great way to present it is to showcase it in several situations that can occur during the usage of the product or how it will solve the problem that happened. (17)

Action

The last thing that is needed from a customer is to act and purchase the product. In this phase, he is aware, interested, and desired to buy. A company should include CTA – call to action. The purpose of CTA is to get an instant reaction from the customer. If it’s a purchase, there can be offered free shipping or a type of trial to get him to action. An important factor is to have this buying process as simple as possible with crystal clear information about the mentioned shipping, payment process, and delivery. Even at this step, the customer can leave the product for a competitor if he will be confused by the complicated purchase process. (17)

1.4.4. STDC

In the online world, there is a model STDC – See, Think, Do, Care. The model has been developed by Avinash Kauschnik, who serves as a digital marketing evangelist for Google. A worldwide community of marketers agrees that this model is the most usable and applicable for the online world, and he thinks the same thing. (18)

The customer’s real needs are the core of STDC, and to understand it, you just have to think about it. It comes from everyday things that are understood with ease without any problematic additions. (18)

This model can be a very effective tool, but it needs to be adapted to a specific business to have the best results.

See

Here it is needed to catch the attention of the customer. Blueghost specifies that Kaushnik used as an example a clothing e-shop. In this case, with the category “See”, are customers who are wearing something. Catching their sight is the most critical aspect. (18)

Think

The customer thinks about a product purchase. A really interested customer is in this phase when he is willing to purchase. “You give this person the right information why he should purchase right at your store.” (18). The ultimate goal is to provide the customer with information that helps him with his decision making. Showing him comparisons with other stores or products, reviews, etc. (19)

Do

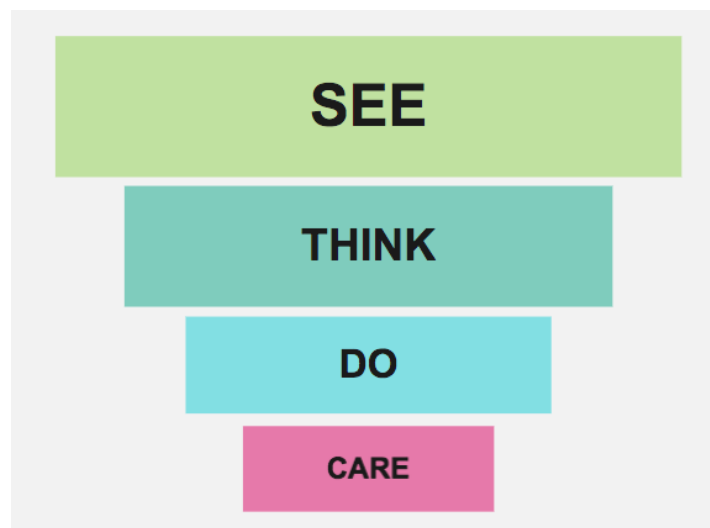
According to both websites, this is where the conversion is made. The goal is to persuade the customer to purchase right at your store and not competition. Making as much simple and a smooth purchasing process can result in success.

Care

In this phase are customers who have already purchased the product. The goal and key are to care about them and provide them great customer service to ensure they will come again. Help could be some loyalty cards, special offers, and other things that would make the customer happy. (18)

Sorting

According to Obsah na dosah, there is an illustration of the sorting process from the first phase to the last one.



Picture no. 8: STDC framework sorting
(Source: 19)

1.5. Online communication

By some definitions, this part can be viewed as a part of the communication mix, working together with all the components used above. This chapter focuses on digital and on-line communication that is still pretty young. However, at the same time, it is still on the rise, and it can be a very effective method of promotion and communication.

Kingsnorth states that “digital marketing is often confused with online marketing.” (9, p. 6)

In conclusion, according to the website patlin.com, there is a fine line between those two as digital marketing is a form that has all components of marketing under its hat, which require the usage of electronic devices. Online marketing is “just” a subclass that delivers the contents through the internet. (20)

Kingsnorth, same as the website patlin.com, both say that in the 21st-century digital marketing has been growing significantly, and it’s becoming increasingly dominant as it is replacing traditional methods. Kingsnorth adds that it is an “*evolving and growing beast and one that continues to spread its tentacles deep into the processes that organisations have lived by for decades*”. (9, p. 5)

1.5.1. Digital and online tools

As the marketing communication mix uses some tools, the same situation occurs when it comes to digital and online tools. Further below, there are stated one of the most visible and used ones.

1.5.1.1. Display

As far as I gathered knowledge on the position of a media buyer. Display advertising is a form of buying a display advertisement on relevant websites through publishers in various forms of banners, branding, videos, or even PR articles. When speaking about “relevant” websites. This means that if the client is a bookstore, we will advertise on websites connected to the topic of books. If it’s building material, it will be purchased, for example, on building and reconstruction websites. It is good to advertise it on “subpages” focused on a specific topic.

According to Kingsnorth, there are three primary purposes of display campaigns: (9, p. 134)

- Awareness
- Direct responses
- Retargeting

Like other forms of marketing principle of the display, it delivers the “right message to the right audience at the right time”. However, how do we ensure that we are targeting the right audience? Kingsnorth states that there are broadly four main methods that can be used for it, and those are:

- Audience – Knowing your audience is the first method. We have to understand a few things to know the audience. Who demographically is the customer and the behaviour of him. What he enjoys, and what are his motives or interests. In other words, what they do.
- Contextual - Placing advertisements near relevant content.
- Environmental – Content, where delivery and audience factors are not related to the adjacent advertisement
- Data modelled – Extends the variety of already interested customers using available data about them, focusing on the same interests.

1.5.1.2. PPC

It is a form of a paid marketing method described accurately with its name “pay-per-click”.

As Janouch says, this method is one of the most effective because money deduction comes only after the advertisement is clicked on. This means that it is displayed for free until the moment the customer clicks on it. There is just an exception when the cost per impression is ordered. Effectiveness comes from the fact that it targets people very relevantly based on what they look up to. Another advantage is that people don’t distinguish the differences between paid and organic results after some time since they want to get a particular thing and don’t really care if it is promoted. The only interest is that there is no need to scroll down multiple pages searching for something, and they click on the method that saves them the most time and is helpful. (21, p. 94)

PPC is an excellent boost to the already well-established SEO ranking. (22)

According to Ryan, PPC uses keywords bought through an “auction-style” system where the higher bid for a keyword wins. (23, p. 90)

1.5.1.3. SEO

When we search for something, PPC ads will always come up first since they are paid. On the other hand, we have SEO organic results which will appear according to the keywords.

It is known that SEO engines are “*interested, first and foremost, in delivering timely, relevant, high-quality, search results to their users*”. They are trying to optimise every next search query, so the relevance and quality are improving and are always higher and better than the previous search. (23, p. 90)

Therefore, what is the mission and purpose of SEO? Simply providing a great customer experience by making the search more straightforward and faster. (23, p. 90)

According to webfx.com, it is good to optimise your SEO because when you will be ranked on the first search page, you have a much higher chance of being clicked on. This is caused by the fact that “a staggering 75% of people aren’t looking past the first page” (22)

Using the SEO method is a long-term goal that should be remembered because it is not “overnight” success and requires hard work and constant improvements so that the algorithm will rank the website higher in the rankings. (22)

Search engines

Here are a few known examples of search engines: Google, Yahoo!, Bing, Seznam.cz

1.5.1.4. Social media marketing

On the 7th of February 2020, WebFX stated that 2,3 billion people are using social media. In 2020, this number rose to 3,6 billion. (22).

Ryan says that social media is an umbrella for many web-based activities that are connecting users online with a purpose to “exchange, discuss, communicate and participate in any form of social interaction”. (23, p. 152)

A great tool in social media marketing is the ability to reach and engage consumers. (15, p. 101). Some form of blogs can also reach them. Even discussion forums under news.

There are a few of the most known social media websites today and how long they have been operating with active users: (24)

- LinkedIn – Founded: 2003. Users: Little under 300 million.
- Facebook – Founded: 2004. Users: 2,701 billion.
- Reddit – Founded: 2005. Users: 430 million.
- Youtube – Founded: 2005. Users: 2 billion.
- Twitter – Founded: 2006. Users: 353 million.
- Pinterest – Founded: 2010. Users: 416 million.
- Instagram – Founded: 2010. Users: 1,158 billion.
- Snapchat – Founded: 2011. Users: 433 million.
- Tiktok – Founded: 2016. Users: Around 800 million

On Statista, there are also included messaging applications such as Messenger or Whatsapp, which are indeed part of social media marketing but are using a different concepts than those above mentioned.

In my opinion, social media marketing is a very great tool in today's marketing as it can use people's engagement, stories, and experiences, sharing with others who are interested. Undoubtedly, it is still on the rise, and many companies have taken advantage of promotion through many of them.

1.5.1.5. Website

When marketing is used today, it leads the customers to the website and wants to generate traffic to it. That is why a good-looking website with good navigation is needed. The customer needs to have a positive experience which will lead to a great impression. There is a need for a "custom design that reflects the brand and makes it easy for people to find the information they need" (22)

When you are an offline business, there is no extreme need for the usage of a website, but it serves as an advantage. However, per Kingsnorth, for a digital marketer, it is needed as it is the "place of business". Today, the online world is constantly evolving, and there is uncertainty, but the website is one thing "*which you have complete and explicit control*", and you can "*change anything and everything on it*". (9, p. 40)

1.5.1.6. Emailing

Emailing is another excellent tool used in digital marketing as users who are often receiving your emails are the ones that are interested in a particular product or service. Per WebFX, emailing can have as high ROI as 4400% because you can earn 44\$ for every \$1 invested. (22).

However, on the other hand, Janouch says that this method seems easy. Still, you have to use a large database of much information about the customer to personalise the email based on previous purchases, behaviour, provided contact information, etc. To achieve this, CRM systems are used. (21, p. 204)

Additionally, Kingsnorth suggests it is good to build personalised email contact and content in it to the interested customers because “there is no benefit of sending emails to uninterested consumers just because you can”. (23, p. 59)

1.5.1.7. Content marketing

This method has a usage of quality processed content that should not leave any unanswered, relevant, and needed questions about the product. (22)

This method is not new, but per Kingsnorth, it is the “hottest old thing” in marketing that has been working for decades. He and Glen Conybeare put up a list of what content marketing should include: (9, p. 232)

- Credible
- Shareable
- Useful or fun
- Interesting
- Relevant
- Different
- On brand

However, what is the content? By Kingsnorth, it is described as “anything that can help engage the end-users of your product or service”, and the most common types are articles, news, case studies, blogs, apps, books, presentations, videos and images, and many more. (9, p. 235)

1.5.1.8. Affiliate

In essence, it is a cooperation between the partner and the store. The usual way is that the customer enters the website of a partner from where he is redirected to the site of the store. After the purchase, there is a commission that goes to the partner. This has to be done with traceable cookies. Unlike PPC, applying the affiliate method, the store pays only for the actual purchase. If the customer stays loyal and stable with the brand, there is no other commission on future purchases. Unfortunately, on the other hand, there are some disadvantages as well. Maintenance has to be done, and it takes approximately up to 20 hours a week, and the partner can have some unfair practices. (25)

Kingsnorth also states that when this method is done right, many qualities and a high volume of leads will be generated. What stays the same is the time consumption also mentioned by the web ehub.cz. (9, p. 292)

1.6. Segmentation, targeting, and positioning

It is a form of targeted marketing that works at three different stages. The first one is segmentation focused on sorting customers into groups. Then they are targeted, and afterwards, they are positioning and adjusting their product and how they want it to be seen.

The opposite of targeted or customised marketing is undifferentiated marketing or mass marketing. (1, p. 110)

1.6.1. Segmentation

The company is dreaming about one standardised product that would satisfy every customer. On the other hand, probably every customer has ever dreamt of a tailored product just for him. Karlíček quoted Kotler's thought, "There will not be a market for a product that is liked a little, but only for a product that is liked very much by few specific people". Every single customer has its individual needs, and that's why marketers shouldn't look at them as a whole. He says that this is a "huge marketing fault". Specific offer is made to already segmented groups. People are put in these groups after a process when the company takes those interested in a particular product and sorts them based on some criteria. (1, p. 110)

Customers in one group should react to the same impulses, which should ideally be the output of segmentation. (14, p. 129)

Janouch sorts it into basic groups according to which customers can be sorted: (21, p. 64)

- Geographical
- Demographical
- Socioeconomic
- Sociopsychical
- Behavioural
- Other

Kotler states a great example. Why is the company Procter & Gamble so successful? Because of the differentiation and customisation of each product. They sell eight brands of washing powder, 5 of toilette paper, the same amount of shampoo, and many other products in different fields. However, their brand is unique and differentiated to customers' individual needs instead of bringing it under one general umbrella that not everyone would be satisfied with. The segmentation is why they are successful, and for example, in the field of washing powders, they cover 57% of the market, and that's 1,5 times much more than their biggest competitor. (2, p. 323)

The purpose of the segmentation is done because of the identification of each segment. A company can afterwards adjust its marketing mix and define segments that would have the highest added value. (11, p. 50)

1.6.2. Targeting

Few favourite segments are picked using the inputs from the finished segmentation, and the next move is an evaluation of each part and its attractiveness, that's targeting. Marketers will then select which segment they will focus on and will choose one or a multiple of them. (1, p. 124)

To be valid, segments should include some criteria according to Kotler: (3, p. 270)

- Measurable
- Important
- Accessible

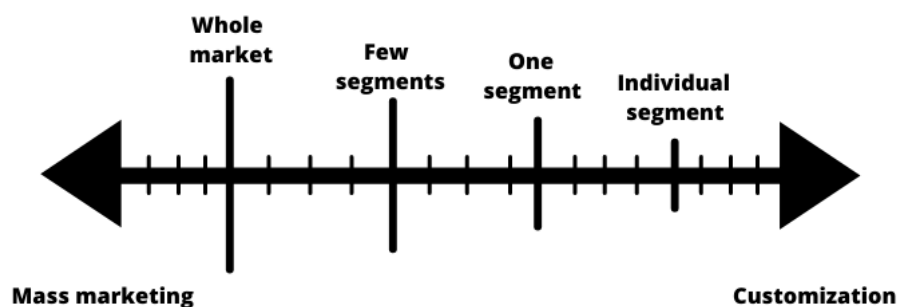
- Differentiable
- Action

And Štědroň adds (11, p. 50)

- Stability
- Reactability

Pelsmacker states that market differentiation has five various strategies. (14, p. 139)

- One segment – Just one segment is selected, and everything is set just for it.
- Selective specialisation – No synergy is going on between a few selected segments, but each one promises profitability.
- Product specialisation – Strategy is going around one product that is distributed in multiple different segments.
- Market specialisation – Picking one segment of customers and distributing a variety of products.
- Full market coverage – All segments are included in this strategy.



Picture no. 9: Possible segmentation levels

(Source: own work based on: 3, p. 271)

1.6.3. Positioning

Positioning is a combination of thinking ahead to the future, so the brand is evolving and growing and at present. Marketers should aim for showing the differences between the competition and highlight the added value for consumers. (3, p. 312)

If the company wants to form its market position, it should answer six questions: (14, p. 140)

- What position they currently have among current and future customers?
- What position does the company want to have?

- What the company has to do to reposition?
- Does the company have enough resources for the creation and maintenance of a new position?
- Are they able to maintain a consistent positioning strategy?
- Is the creative approach in synergy with the strategy?

Kotler says that consumers are supersaturated with information about products, and to make it easier, they create their own positioning. (2, p. 359). In my opinion, when companies are positioning their products, they should, as it was stated, focus on finding and identification of the most unique values their product has and highlighting them. Consumers must know about those values that are added to their expectations which shall surpass them. Providing them extra information can be very useful because the company will make the decision faster, easier, and much more apparent.

A specific market segment is defined by a positioning that goes hand in hand with the target group. Via the marketing strategy, there is defined how the product will be communicated, where, how is it precepted, and those are adjusted. (11, p. 53)

The company has to understand consumer perceptions about the products, position them accordingly to the desired perception and positioning. Afterwards, they should design and adjust the marketing mix that corresponds to the strategy. (15, p. 189)

1.7. Macroenvironment and microenvironment

This environment is classified as a “summary of the circumstances in which someone lives or where something is happening”. (7, p. 81)

This environment changes as time goes and companies have to adapt to it. (1, p. 38)

It includes circumstances that can't be affected by a single company but through associations, unions, and communities.

Otherwise, it is almost impossible to affect or change it. (10, p. 99)

1.7.1. Macroenvironment

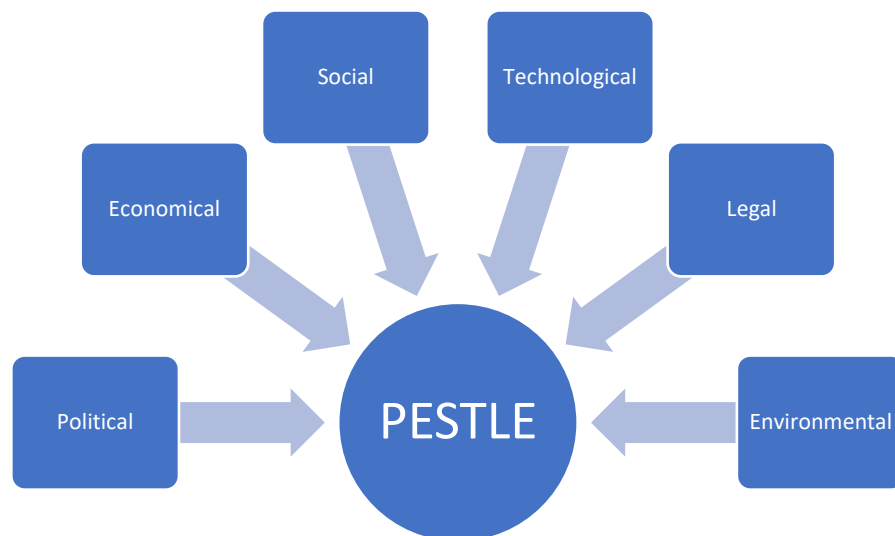
For the macroenvironment, we can include those main impacts: (2, p. 180)

- Demographical
- Economical

- Natural
- Technological
- Political
- Cultural

Quick reaction to the unsatisfied needs for profit is performed by successful companies that react to them. (3, p. 106)

Using PEST analysis, the company can figure out those surrounding impacts. Now, the analysis has been extended by ethical and demographical factors to PESTLE. In any way, to some extent, those impacts can't be affected. (11, p. 16)



Picture no. 10: PESTLE analysis
(Source: own work based on: 11, p.16)

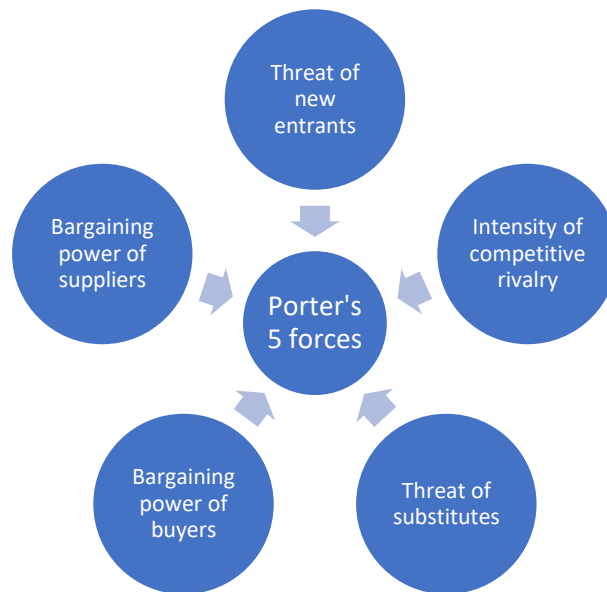
1.7.2. Microenvironment

A company can impact and change those factors that affect the running of the business in the microenvironment. (11, p. 16)

As stated in the previous chapters, the creation and maintenance of a good relationship with the customers is the goal of marketing. However, the microenvironment in the company plays a significant role too. This is an interaction with “employees and departments, suppliers, service providers, customers, competitors, and the general public”. (3, p. 175)

The customer's satisfaction is the ultimate goal that those factors lead to through the identification of useful forces, understanding of each component, and usage of them. (10, p. 103)

In the analysis of the microenvironment, there can be used a model of Porter's Five Forces. (11, p. 17)



Picture no. 11: Porter's Five Forces
(Source: 11, p. 17)

1.8. SWOT analysis

To cover both macroenvironmental and microenvironmental, we can use the SWOT analysis to cover them. Strengths and weaknesses are part of the internal environment. Opportunities and threats are part of the external environment, including macro and micro environments. (10, p. 129)

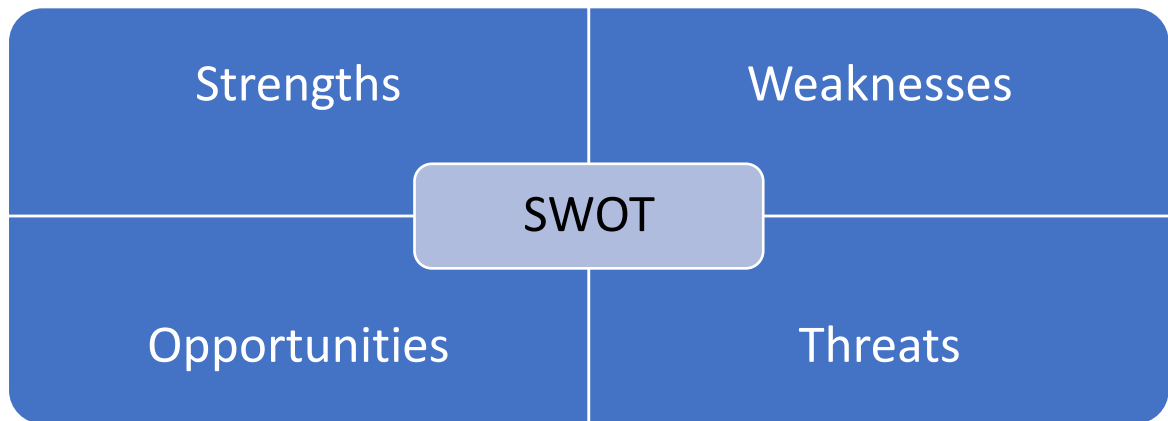
Usage of SWOT can result in a relevant strategy that can be developed. (11, p. 21)

This analysis can have very high relevancy and added value, but several factors should be included: (11, p. 21)

- Relevant conclusions
- Important facts
- Objectivity
- Evaluation of particular factors according to their relevancy

It is important to repeat those analyses in today's fast-changing world to provide the most accurate and tangible results. (11, p. 21)

The fact is that this type of analysis is a very simplistic tool and can contain an enormous amount of helpful information. (15, p. 53)



Picture no. 12: SWOT analysis
(Source: own work based on: 10, p. 129)

1.9. Marketing research

Dibb states that marketing research is the “*process of gathering, interpreting, and reporting information to help marketers solve specific marketing problems or take advantage of marketing opportunities*”. (15, p. 259)

What comes up to the mind of many people under research are those “annoying and disturbing” questioners that are not questioning, but they force the purchase of an item. In the words of Karliček, it can be described as a “*systematic gathering, analysis, and interpretation of information*”, which are the basis of marketing decision-making. Understanding the current state of the market and its evolution serves as one of the primary marketing research goals. (1, p. 84)

Key elements of the research are: (7, p. 51)

- Consumer or customer
- Product
- Environment

Thanks to the research of the dynamic appearance, the result will be an information gain about the market process. They deal with the following: (7, p. 51)

- Creation (establishment process of supply and demand)

- Course (effect and impact of conditions)
- Results (realisation of purchase, sale, and consumption – usage)

2. Analytical part

This part of the bachelor thesis contains information and analysis of the current state of the selected company. First of all, there is a brief introduction of the company followed by an analysis of macro and micro environments, marketing, and communication mix. At last, there is a SWOT analysis.

2.1. Company introduction

The company is called EXE Jeans. However, in the business registers, it is registered as a Retail active s.r.o. EXE Jeans was formerly a brand itself producing its own clothes. Still, after some management changes, they are currently selling multiple brands that include, for example, Mustang, Mavi, Cross Jeans, Cup of Joe, Heavy Tools or Moodo across 15 locations in the Czech Republic through already established branches mostly in shopping malls. Recently, in December there was launched a possibility of shopping online. The whole company is registered under the name of Andrzej Tomaszek, who is CEO. Other than him, there are Pavel Vaněk and Eva Tomaszek.

Retail stores are mainly those which purchase goods from multiple manufacturers and sell them to the end consumer.

EXE Jeans mainly focuses on selling pairs of jeans, but as described, there are multiple brands in their stores that include shirts, shorts, winter jackets, sweatshirts, and many more.

As I am working on a part-time contract in this company, I can really tell that the goods purchased are well evaluated before entering the store if it means quality, design, or price. In the introduction, I would like to highlight that the essential aspect is happening during the direct buys at the branch. It is the perfect customer experience. Some people may not like it, but it is made for their own good. Customer experience consists of assistance during clothing try-outs, so the customer has the perfect fit clothes that suit him the most. The other is the very positive behaviour of sales assistants in the store. I've been in 5 stores myself as a customer or assistant, and I can clearly tell that the standard is kept very high.



Picture no. 13: EXE Jeans logo

(Source: EXE Jeans, 2021)

Before the coronavirus crisis, the company was regularly opening new branches over the country. It was on a stable rise having its regular customers satisfied with the services and goods provided. When working in the normal state, the company is well-established over the years and is known amongst customers looking for the exact type of clothing EXE Jeans provides.

2.2. Macroenvironment

In this part, I will focus on the macroenvironmental factors influencing the retail and clothing market. As stated in the theoretical part, to some extent, those factors can't be changed by the company or can be changed very hardly. For the company, it is better to adapt to those impacts. Being able to adapt to that is an advantage. It is also valuable and efficient.

For this task, I will use PESTLE analysis.

2.2.1. Political

In 2021 there will be a major political aspect, and those are elections to the Chamber of Deputies. This can result at the end of the era of Andrej Babiš and ANO 2011 party that had a significant number of members in the chamber even though it was established a year before the 2013 elections. Today Andrej Babiš serves as Prime Minister of the Czech Republic, and after elections in 2021, the situation can change very much with the new Prime Minister. This election will probably be the most significant political event that the company has to follow in 2021.

EXE Jeans indeed has to follow laws that take effect after being approved and has to stay updated.

Another new political aspect is the government help to the companies affected by a coronavirus. The Czech Republic offers some form of financial support to cover the expenses and losses caused by the situation and its impacts. This help is primarily meant

to recover from the blows of the crisis and inability to have the branches open in the case of EXE Jeans.

The company has to follow the government's precautions and have to wait until they can open their physical branches.

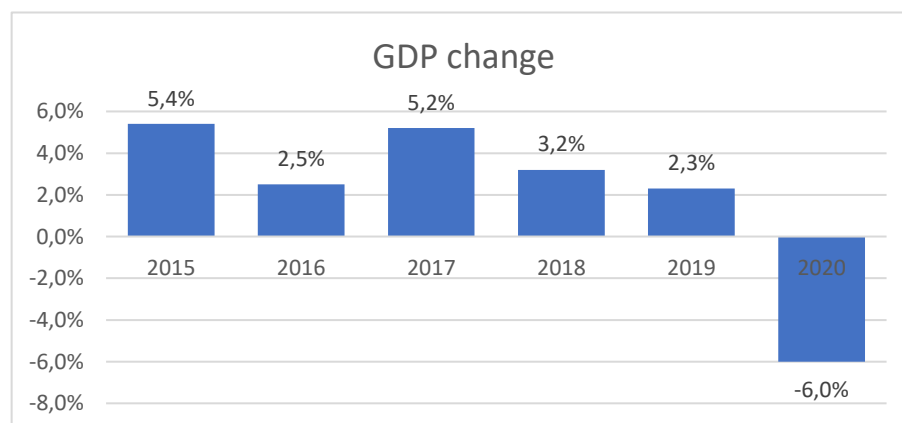
An important factor that is new in 2021 is the cancellation of the super gross wages. This means different calculation of taxes. The company has to adapt to those changes as it will be used for their employees and the company as a whole. This has been the subject of many discussions as many people believe that a super gross wage is unnecessary. With this cancellation, another change is taxpayer relief and its raise to 2320 CZK from 2070 CZK. Taxation stays the same at 15%.

2.2.2. Economical

One of the most influential parts of the PESTLE analysis are economical factors. Those factors play a big part because they can affect the spending habits of the customer.

GDP change is the first factor as global economical growth results in better conditions to live in. This could affect the spending habits as if people are safer with more money they are willing to spend their money.

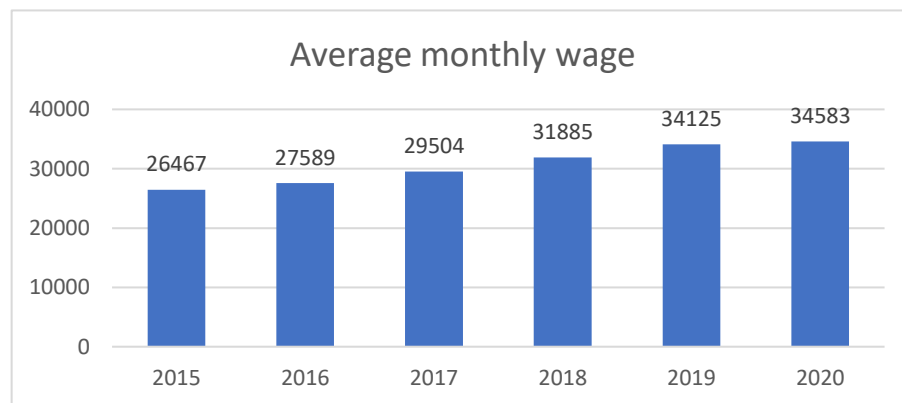
Our gross domestic product in the Czech Republic was always on the rise. Some years it was higher, and some were lower, but after the Covid crisis, the growth in 2020 for the first three quarters was -6% estimated by kurzy.cz. Other data are gathered from Eurostat.



Graph no. 1: GDP change in the Czech Republic
(Source: own work based on: Data from 26)

Wages in the Czech Republic is another essential factor that has an impact on consumer spending. If the customer wage is higher, they are more willing to spend their money on

clothes. The average monthly wage has risen by 7,1% between the years 2019 and 2018 and is also on a stable rise. On the one hand, rising wages are good for EXE Jeans as people with higher incomes are more likely going to purchase something. On the other hand, this means that they may want to follow this trend and are raising their employees' wages. However, the income is not affected as purchases from the customers are higher than the wage raise.



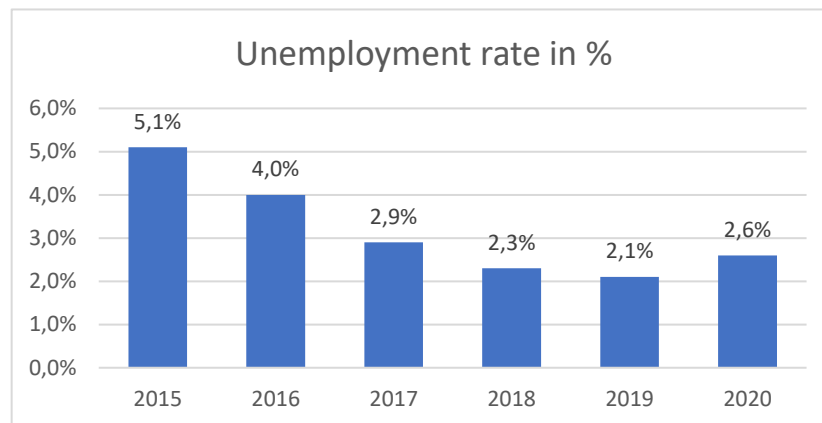
Graph no. 2: Average monthly wage in the Czech Republic
(Source: own work based on data from: 27)

Some sources may differ between those values, but kurzy.cz gathers the information from the reports of Český statistický úřad.

From my experience and from the pricing strategy and the products that EXE Jeans is selling, we can assume that this is not a type of store that sells goods at a low price. The company focuses on the quality and services provided rather than the quantity. That's one of the factors about the cost, and that's also why some people may look to this store as expensive.

Alongside with the average monthly wage. The second biggest factor there is the unemployment rate. If people have a type of certainty of their monthly income, they can afford to buy something.

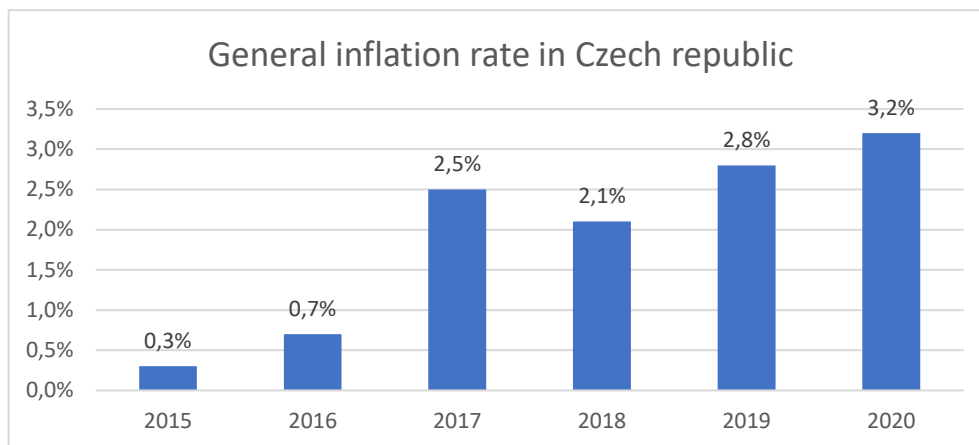
As we can see, the unemployment rate was constantly decreasing until the coronavirus situation. EXE Jeans shop is also affected by this situation and by the government orders their branches have to remain closed. This situation also affected the whole country, and many people have lost their jobs simply because their employers couldn't afford to pay them wages. On the other hand, the extremely low unemployment rate isn't very good either as the economy is overheating and would maybe result in something worse.



Graph no. 3: The unemployment rate in the Czech Republic
(Source: own work based on data from: 28)

One of the other factors can be the inflation rate. I have encountered in many shopping malls and heard people complaining about the prices that are rising. This is caused by inflation, and in the graph below, we can see what the average inflation was in the past years.

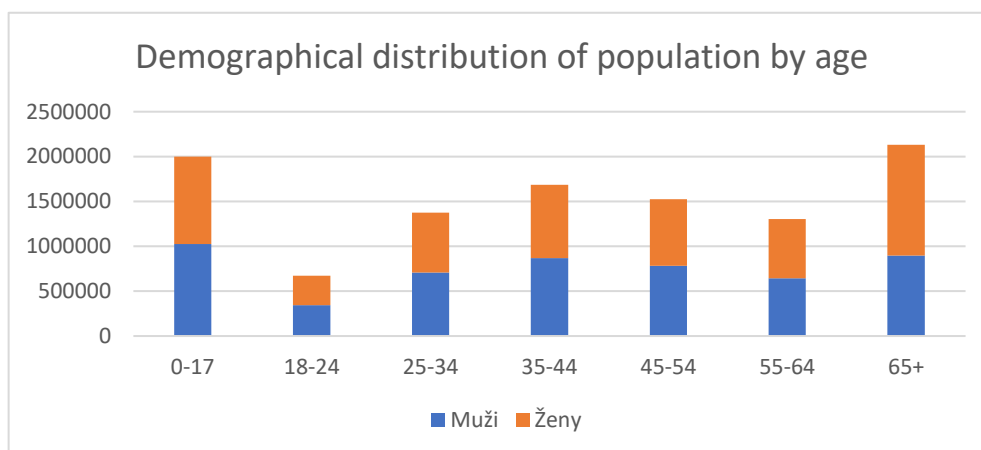
Inflation differs in each industry as there is different supply and demand. The opposite of inflation is deflation, and it is a bad thing to happen for the economy. As people would have held their money and they would be getting wealthier, and the goods would be cheaper. On the other hand, inflation has to be in some reasonable range as very high inflation and hyperinflation are very bad.



Graph no. 4: Inflation rate in the Czech Republic
(Source: own work based on data from: 29)

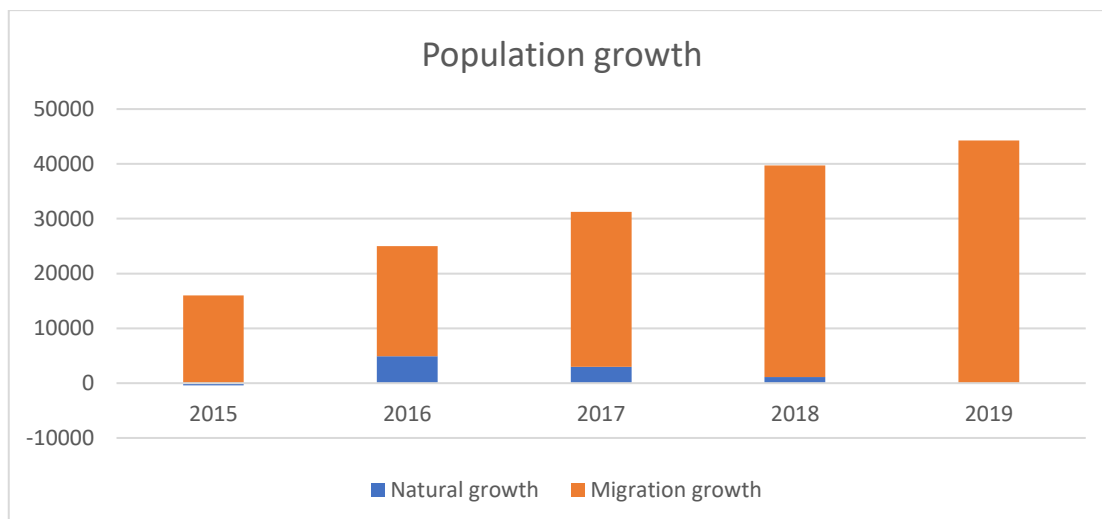
2.2.3. Social

From the social and demographical point of view in the Czech Republic, there were 10 707 839 inhabitants in the year 2020. The graph below represents a distribution of the population by age sorted by gender. Data are gathered until 31.12.2019.



Graph no. 5: Demographical distribution of the population by age (to 31.12.2019)
(Source: own work based on data from: 30)

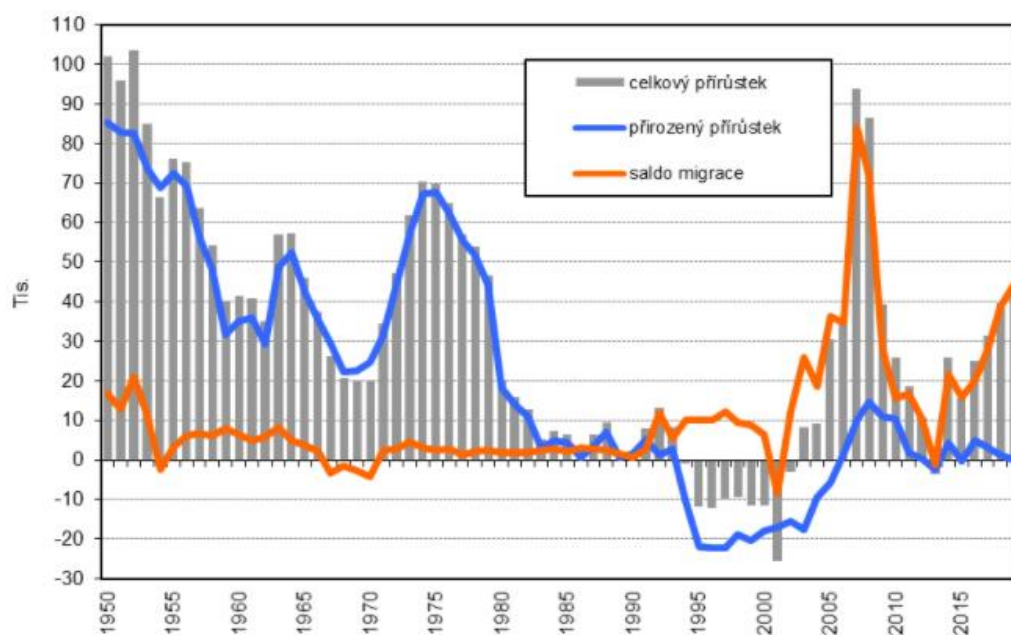
In this graph, we have a population growth rate for the past few years. The higher population in the country was only in 1944, with 11,1 million inhabitants. In 2015 and 2019, the Czech Republic had a negative natural growth that was subsequently balanced by migration.



Graph no. 6: Population growth in previous years

(Source: own work based on data from: 31)

In this image, we have population growth over the years. We can see that before communism in the Czech Republic, there was a significant population growth that decreased over time. After the revolution, many people left the Czech Republic and migrated. Since then, the growth is again positive and rises.



Picture no. 14: Population growth over the last 70 years

(Source: 32)

2.2.4. Technological

Technological factors are essential these days. One of those can be an adaptation to the online world, which is undoubtedly a great move. E-shop establishments and on-line marketing are the ones as EXE Jeans operated for a long time in an offline environment. As per the Association of E-commerce, the total revenue of e-shops in 2020 peaked at 196 billion, rising by 26% being higher than the year 2019, which had 155 billion. (33). The covid crisis mainly caused this, but e-commerce was on its rise even before. The current situation only makes it faster.

EXE Jeans recently in December started an e-shop and transferred its products to the online world and has a wide variety of them available.

Other than that, the company uses a system of cash registers at branches over the republic that is simultaneously used for the transfer of goods from the warehouse or between individual stores.

2.2.5. Legal

There are a few laws that are common for every company and then some specific for each industry.

When purchasing, every customer is accepting Terms and Conditions listed on the website here concerning the purchase. (34).

EXE Jeans uses and processes some information about the customers who have registered into the loyalty program and generally use the e-shop. There comes the GDPR that serves as a protection of personal data, and the company has to follow it. It is available on-line. (35)

Other than those two. Company has to stay updated about the employment law that impacts their employees and about taxes. Employees are also being trained for health and safety regulations and have to go through them to be able to work.

2.2.6. Environmental

More than ever, society is focusing on recycling, and it is becoming a very important value for many consumers. Companies being environmentally friendly is a hot topic in many discussions in society. In today's world, pollution is a problem, and waste sorting can help it.

In the Czech Republic, there is the Ministry of the Environment of the Czech Republic that focuses on the topics connected to these factors, and the government is accepting laws that are influencing the “healthy” environment. Usage of plastics is discussed mostly majorly as plastic is one of the worst decomposable waste. The government is regulating their usage to stop the plastic pollution that surrounds the whole world and harming microplastics in the oceans. Waste sorting also plays a significant role in the environment.

Summary

As mentioned, right from the start, macroenvironmental factors are those which can't be really changed or very difficultly. When EXE is working in a normal state, none of the above mentioned has ever been a problem over the long-term run. However. It is needed to keep an eye on a few factors. Businesses should have the ability to adapt quickly to the changing environment.

The first one is the elections that will happen in fall 2021. This can result in party change and a little bit of different governance. Secondly, the company should take full advantage of the coronavirus support provided by the Czech government, which can help to cover losses over the lockdown if it is possible to get it.

What a company needs to adapt to are economic factors. As there will be lower GDP than previous years, higher unemployment rate and other factors. Customers will be less willing to spend their money, and the company has to count with worse scenarios and not be surprised if the sales will not boom.

From a technological standpoint, EXE did a great job by adapting its strategy online. This is also a very changing environment, and taking advantage of something that just came out can result in higher sales and overall performance. Together with that, company the evolution of their online activities is needed.

Finally, the company should always stay updated with the current legislations that they go under. This hasn't been a problem in recent years, so someone is taking care of it.

The company has always adapted to the changes that occurred, so it shouldn't be a problem to keep it that way.

2.3. Microenvironment

For the part of the microenvironment, I will be using Porter's model of five forces to analyse aspects closely connected to the company

2.3.1. Competitors

Current competitors pose a significant threat to the company. First of all, a few of them may cause problems as EXE Jeans can have a very high number of competitors. I haven't registered any bigger jeans chains than EXE Jeans when going to other cities, but I have noticed those further explained.

Local jeans stores

Those stores are the ones that you can see in nearly every city or town. They are small, and most of the time, they are located outside the shopping malls on some streets, squares, etc. They provide mostly the same quality as EXE Jeans as they are not looking to expand and cover the whole market as cheap jeans. They are focusing on building trust and stable customers. Brands listed in these shops are picked probably seasonally like in EXE Jeans and are getting their goods from verified producers. Same as EXE or extended by few brands such as Wrangler, Lee, Levi's, Calvin Klein, Diesel, Pepe, etc.

Stores in shopping malls

This category is pretty much the same as the local jeans stores. Only with the difference that they are bigger and located in shopping malls. Those could be identical stores as EXE jeans but with different brands and logos combining multiple sources of goods and selling them.

The second option are big brands having their own brand and selling only their goods. You can see, for example, Mustang, Levi's, or more brands in shopping malls.

Big chain stores

There will always be big competitors such as New Yorker, Takko, C&A, and more. Those are big shop chains. The difference is that they sell much more goods than EXE Jeans and they focus on a much higher range of people. EXE Jeans focuses mainly on jeans, and those are the ones that are most sold besides shirts and others. With that said, EXE's main selling good is jeans. In those big stores, you can have trousers from many other materials

and types. In addition, these big competitors can have a lower price range as they get their jeans for lower prices from their mostly less-known suppliers. I have seen that, and usually, they have lower quality and are not using materials specifically for their jeans. They look like them but are not.

E-shops

Another big competitor are E-shops. That can, for example be Glami, Zalando or About You. Those are the most known shops that are selling jeans but are not directly specialized to them. However, they have a significant market share in the online world, and when searching for jeans online, their ads and stores will pop up the most. Besides those mentioned, there are brands like EXE Jeans having their e-shops too, notably jeans.cz, jeans-shop.cz, jeans-store.cz, jeany.cz, or others appearing high in the search results.

Table no. 3: Used channels

(Source: my own work)

Competitors	Which channels are used?
Glami	E-shop, Facebook, Instagram, SEO, Youtube
Zalando	E-shop, Facebook, Instagram, SEO, TV, App
About You	E-shop, Facebook, Instagram, SEO, TV, App
Jeans.cz	E-shop, SEO.
Jeans-store.cz	E-shop, Facebook, Instagram, SEO

The big three of those competitors are stores, Zalando, Glami, and About You. Zalando and About You are multinational sellers coming from Germany operating in the whole Europe. Glami is mainly Czech, being established in 2013, however in the last years and it has expanded to more than 14 markets. The other two are smaller local jeans shops operating mainly in the Czech Republic.

Worth mentioning that Glami, About You and Zalando, are everyone using influencers to reach more audiences. Those are doing “hauls” presenting the clothes via paid advertising. They also organize prize competitions for those people in a way that people share their stories, etc., to their friends to win. This gives a tremendous public awareness as people who share their purchases are happy with them, and it is spreading positive vibes about the purchase. Another thing to mention, using Instagram stories with swipe-ups directly to the store are very used in E-commerce apart from classic “promoted” stories.

All three of the biggest above mentioned have a pretty good website required to catch the customer's attention at first sight. And as there is a rule in e-commerce. The shopping process should be as simple as possible. If it is too hard to understand and shop, customers will turn themselves around and buy from the competition, which is easier to understand.

Glami

The first big competitor is Glami. This store focuses on a whole fashion segment from which you can choose jeans, of course. Glami uses main social media platforms such as Instagram(26k users) and Facebook (400k followers). Furthermore, Glami won the Google Youtube Works award for best usage of performance marketing in 2020.

Their Instagram has separate accounts for different markets, and Facebook is for everyone. On both platforms, they are pretty active and consistent with posts each day. Glami uses SEO perfectly as they are ranking on the first places when you search for jeans shopping and buys the first ad places on Google. The engagement rate is lower on posts, but those are for general publishing. Specific advertisements are appearing as Instagram advertisements between IG stories and on the internet.

Glami also has an application both on App Store and Google Play.

Zalando

Zalando is one of the biggest retailers in Europe when it comes to revenue and market share in European states. Big corporates such as this one have their marketing activities perfected very much, and because of that, they have the most significant market share. Their posts on Instagram are very consistent in terms of timing and are posting the “same content” that has already been validated. Their Instagram is common for everyone and has over 1,2 million followers. Their Facebook page is also common for everyone, with

more than 7,5 million people following. However, Facebook has a feature that those big pages are common, but the posts are shown based on where you live, so an average Czech person gets posts adequate to that.

Additionally, as one of the biggest retailers, they have perfect SEO and are always on the first page of the search together with PPCs. Moreover, they use youtube for video promotions and TV advertisements that I think everyone who watches TV regularly has seen.

Zalando also has a subsidiary company Zalando Lounge that offers outlet clothing with promotions running for three days, and sometimes there are featured clothes made from jeans material.

Zalando has apps both for Zalando Lounge and Zalando as a general and has click-through links referring to that.

About You

According to the market research in the year 2020. About You is the biggest retailer in the Czech republic with 6,28 million visitors than Zalando's 4,5 million.

As Zalando. About You is a well-established brand in Germany and Europe as a whole. They have a division for each country on Instagram and again as Zalando. Their Facebook page is again translated to the language and country you live in. About You has an application on both main platforms, and again they are ranked very high in SEO when you google for clothing. Their social sites are also consistent with posts each day, sometimes even more in one day posting the most exciting pieces.

As they are the biggest retailer in Czech, they have enough resources to have TV advertisements to reach many customers. Although they joined the Czech market four months after Zalando, they took the opportunity and had a higher marketing presence which affected the whole market share and has a higher rate of visitors and buyers even though Zalando is bigger in terms of entire Europe.

Jeans.cz

This particular store is focused just on jeans apart from the big three stores stated above, and clothes related to it. Not in every part of the fashion industry. This shop has one of the best keywords for SEO as they appear on the first page of the search.

However, other parts of the online strategy are much worse. We don't know the exact number of sales coming just from the website. However, there is no one coming from social media. Instagram is dead with 20 followers, and the last posted picture was in 2019, and their Facebook page can't be even found. Other than that, I haven't seen any PPC campaigns that are used. Because of these aspects, I suspect that all traffic is coming from organic search.

To me, this website looks quite unprofessional as it hasn't adapted to the "fresher" looks of today's age. From my perspective, I think that some pages can have the "vintage" look, but you can see a difference between a vintage professional and an unprofessional website. For many products, there are not even product photos. This is caused mainly by the fact that the website is built with the e-shop builder. Using this method results in the same website like many others and doesn't have its own look.

Jeans-store.cz

The second store that popped up when searching for jeans was jeans-store.cz. They were ranked nearly the same in the organic search. I tried to look for some data at similarweb.com and alexa.com, but there was nothing about traffic.

However, differently from jeans.cz. This store is taking advantage of social media a little bit more. They are posting a photo on Instagram at least once a month, but that is really low even with their 1k follower base. On Facebook, they have 2358 fans, but the engagement rate is low. This changed when there was an announced prize competition reaching a 10% engagement rate at maximum. On other posts, it is less than 0,2%. On Facebook, they post more frequently than Instagram, with posts at least once in a fortnight.

When speaking from the point of website layout, from my view, the website looks quite professional, and I like the whole feel of it when on the landing and main page. Another thing is when you go to the product page with shirts, for example, the look changes a bit, and the loading is slow.

Going through the shopping process is simple and easy to understand.

Comparison

When comparing the closest competitors, which are jeans.cz and jeans-store.cz I think that EXE has a BIG advantage as they are approaching social media more actively. The

engagement rate is nearly the same, but there is a bigger audience, and this can be improved, together with the fact that EXE is trying to impress people but don't know how. Another helpful thing is the establishment of EXE over the whole country. When you see one brand more than once, you will probably start to remember it. Those stores have one branch or even are working just online. As a part-time worker, I can definitely see that advantage is coming to the branch and trying the clothes yourself with the help of an assistant. Many people are walking in different sizes than they should wear and it doesn't look that well as it could be and it is also less comfortable. Some people may like shopping online, but things that have to "fit" are better to try out before buying it, from my and colleagues experience. By doing this, you spared yourself from the process of returning the clothes and then ordering another pair, and there is a possibility of returning it again, which is annoying. What I see as a disadvantage is that EXE is lower in SEO ranking and could be easily overlooked. Opportunity lies in the better usage of social media to get a higher engagement rate to purchase more from e-shops, for those who know what their actual size is and coming to the branch to seek for help with decision making.

When comparing EXE to the big three companies. They are well established and have a significant market share with mastered social media and online strategies. However, they still focus on every part of the fashion industry. From my perspective and I tried to be unbiased, EXE has a big advantage over others. They have a really nice website, a nice process of purchasing, establishment over the long career of functioning, and being probably the biggest seller in the field of jeans. I haven't seen more stores when travelling between cities. EXE has laid a great foundation for a great store. A big thing that has to be done is getting traffic from the online and offline world. From my perspective, EXE hasn't uncovered and unleashed the true potential that lies in front of them.

Summary

In my opinion, I think that it is very good that EXE Jeans is established all around the republic and now they started their e-shop. Other brands especially focused on jeans are working mostly regionally or at some specific locations. This can be a good advantage for EXE as people visiting other towns will recognize their brand and could buy from them. However, the on-line presence is just starting for them and should be improved as the potential isn't used as it could be.

2.3.2. The threat of new entrants

As we know from the previous part, there are many competitors for EXE Jeans. New entrants mean that most of the time, they will take the same actions as other brands. They will establish an e-shop or store and provide the same goods as jeans, shirts, and more. Have similar advertising and many more.

I think that current brands and new entrants are differentiated by customer service and experience, the total satisfaction of the whole purchasing process, benefits, and other on top extras. It is crucial to create and maintain a great image and relationships among customers and potential customers together with loyalty.

Possible barriers to entering the market are primarily established competition. This barrier is in nearly every field and is obvious, but many companies can't deal with it. This could be overcome by bringing something different to the market. It could be selling jeans differently, different, and aggressive marketing. In addition, the usage of new "revolutionary" materials that will replace already used ones while keeping nearly the same attributes, comfortability, and price. Jeans have a specific range of customers, and especially those that are priced a little bit higher than big chains such as New Yorker, C&A, H&M have specific customers, and lousy targeting could be a barrier. However, with a good approach, you can also get the younger group that shops only in those big chains to lower the price as possible.

Other than that, I don't think those factors are barriers that big enough that it would prevent someone from establishing a new jeans brand. As I mentioned, I haven't seen any other specifically jeans brand over the whole country instead of producers such as Mustang or others. From this point of view, there are local stores in nearly every town. Suppose someone will try to expand with a different approaches than the traditional old ones. In that case, it will probably succeed as it isn't that developed and adapted to the new online environment, and owners are focusing more on the traditional ways of selling and advertising only offline.

2.3.3. Bargaining power of buyers

Customers are the most essential part of this business as without their purchases, there will be no revenue. Thus, the company couldn't be working. Most of the time, buyers are ordinary people willing to purchase jeans or other clothing parts for work or for their

spare time or some social events and activities. From my experience, those people are mostly over 35, greatly established, and they look for quality. Sometimes they say something about price, but mostly when they came back, they said that the pricing is adequate. Customers are mostly from the Czech Republic, but sometimes it happens that someone from abroad buys something.

As said, the buyers are the most essential part. Anytime they can choose to buy from competitors or simply don't buy anything. That's why it is important to maintain a great relationship and satisfy the customer in the most ways possible. This can lead to another purchase or spread of a good word about the company, resulting in the acquisition of new customers.

2.3.4. Bargaining power of suppliers

Suppliers play a very big role for EXE Jeans as they are contracted for some specific amount of goods to be delivered. Although EXE is supplied enough and has a very high variety of jeans, other clothes, and sizing combined, they always looking forward to satisfying the customer with the right fit. This means that they are very dependent on the suppliers, and they are keeping a good relationship with them, so everything runs smoothly. Other than that, EXE Jeans are having stable brands for multiple years and changing it every year wouldn't help much as the customers are used to it.

There can be supplier failures, but if its short term it won't affect EXE much as they have their goods available as explained. If it is long term and they will not be satisfied with the supplier, they can always aim to find another one, but this could change the customers' standard. It often happens that the customers are coming for one particular brand multiple years or are coming for a specific brand EXE isn't selling.

Other than that, EXE is using classic tools on their branches that can be purchased nearly everywhere. There is no big threat as the supplier for that can be anyone.

EXE is receiving their belts from the Czech manufacturer and sells them under their brand. Other than that, they have custom shopping bags and other promotional items.

2.3.5. Substitutes

As with substitutes, there are not many threats as clothing is more or less the same. The only aspects that can change are differences in materials and technologies. For example,

jeans production used classic jeans materials. Nowadays they are also made from the same material as elastane, so it is more comfortable. These changes and advancements can be potential substitutes, but EXE will surely adapt to those changes in their range of products as with elastane.

This example was made purely for jeans, but other clothing companies are coming to winter or summer technologies, bringing the heat in winter or cooling down in summer to maintain optimal body temperatures and comfortability. These can be applied to any good that EXE sells. If there will be worthy substitutes that will not change the product range, but will improve it by comfortability, price, or other, then I think EXE will adapt and integrate those products.

Other than that, the substitutes can be tracksuits, but those are mostly not made to wear in society, restaurants, etc.

Jeans are from one material, and then there can be regular trousers from a different one used as a substitute to regular jeans.

2.3.6. Logistics

This part is not included in Porter, but I consider it useful to know as EXE Jeans are transferring their goods between branches. This is mostly to satisfy the customer or refill the goods at other stores. Satisfaction of a customer means that if some piece of clothing is not available at the branch and it is in Prague, and the customer is in Brno, EXE Jeans will wait for other clothes sent here by the other branch and will inform the customer about the arrival of clothes mostly within a week. Usually, he is notified by an SMS that his package arrived at the store. This works for a physical store. Otherwise, through an e-shop, it works like any other. EXE is transferring their goods between branches via Česká pošta for a long time now. Other than that, they are receiving the clothing from the suppliers coming from multiple couriers.

Summary

To sum up a part of the microenvironment. There are big competitors such as Zalando, Glami, and About You focusing on the whole fashion segment, and there are only a few brands that are focusing specifically on jeans. From the point of competition of smaller stores, EXE has an advantage of establishment over the years. From what I see, there is also an opportunity to develop and uncover the full potential of online marketing. New

entrants should be “feared” only if they come up with something revolutionary in this industry. I specifically highlighted “fear”, but this can also result in a good thing. This segment will develop itself, and it is only up to EXE how they will react. If they quickly adapt, it will also benefit them and not only the new entrants. Having a great relationship with suppliers is needed as an outage of some pieces may result in the disappointment of returning customers returning for a specific brand. If something bad happens, it is needed to adapt quickly and search for qualified and verified substitutes.

2.4. Marketing mix

In this part, I will analyze the marketing mix of the selected company, better known as 4P's. Those are Product, Price, Place. The part of the promotion will be specifically broken down in the part of the communication mix.

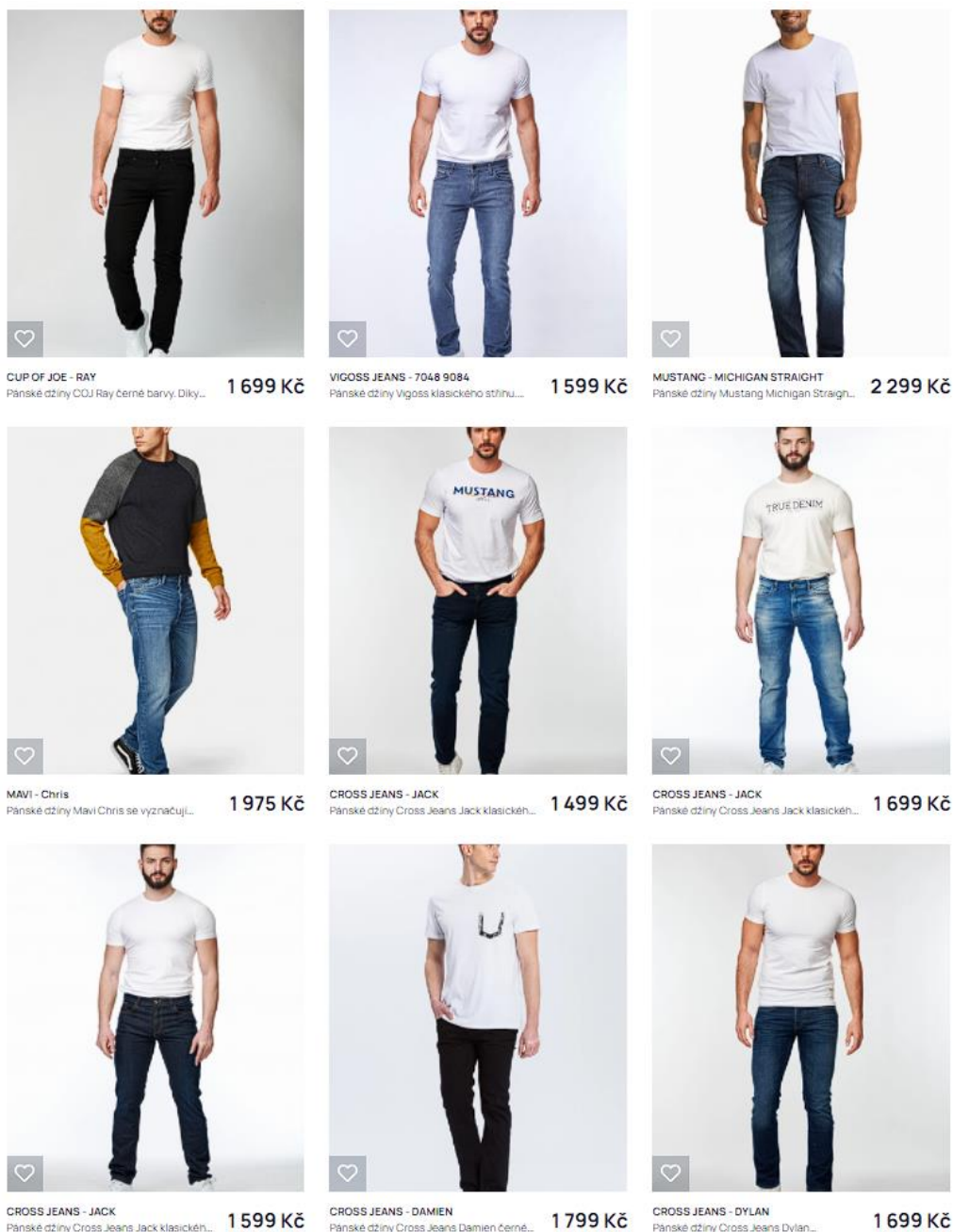
2.4.1. Product

EXE Jeans has a very big variety of products that they are selling. That include:

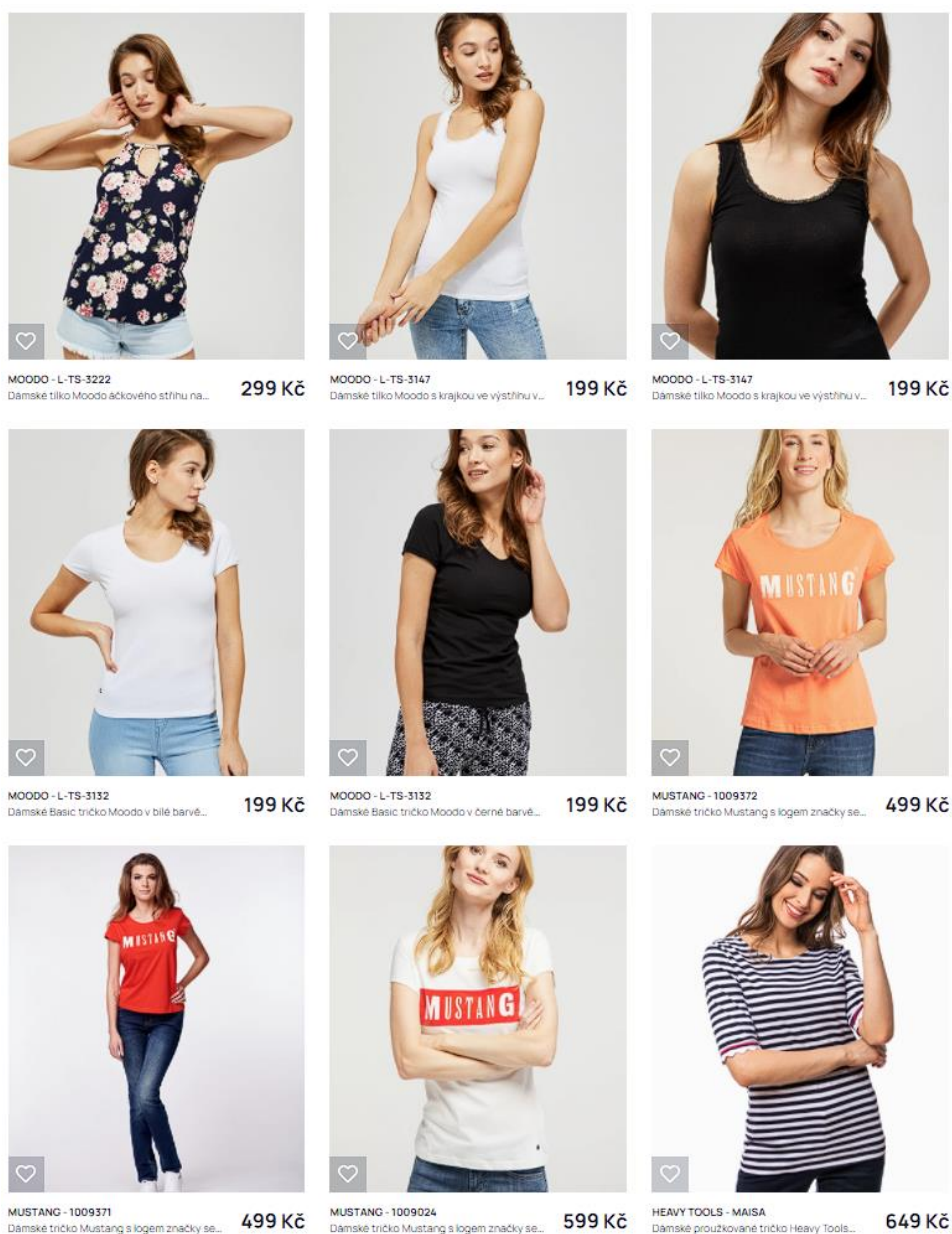
- Most importantly, Jeans from Mustang, Mavi, Cross Jeans, Cup of Joe, Vigoss and some leftovers that haven't been sold or they are in the warehouse together with shorts.
- Shirts
- T-shirts
- Sweatshirts and hoodies
- Jackets, winter jackets, jackets from genuine leather.
- Belts – from the suppliers and custom made under the brand of EXE Jeans.
- Gadgets such as scarves, hats and beanies, and glasses depending on the season.

Each year there are new contracts as the suppliers have new goods. There is a process of selection which clothing will be purchased and delivered throughout the year. At this time and during negotiations, the materials are checked, and the most suitable pieces are chosen.

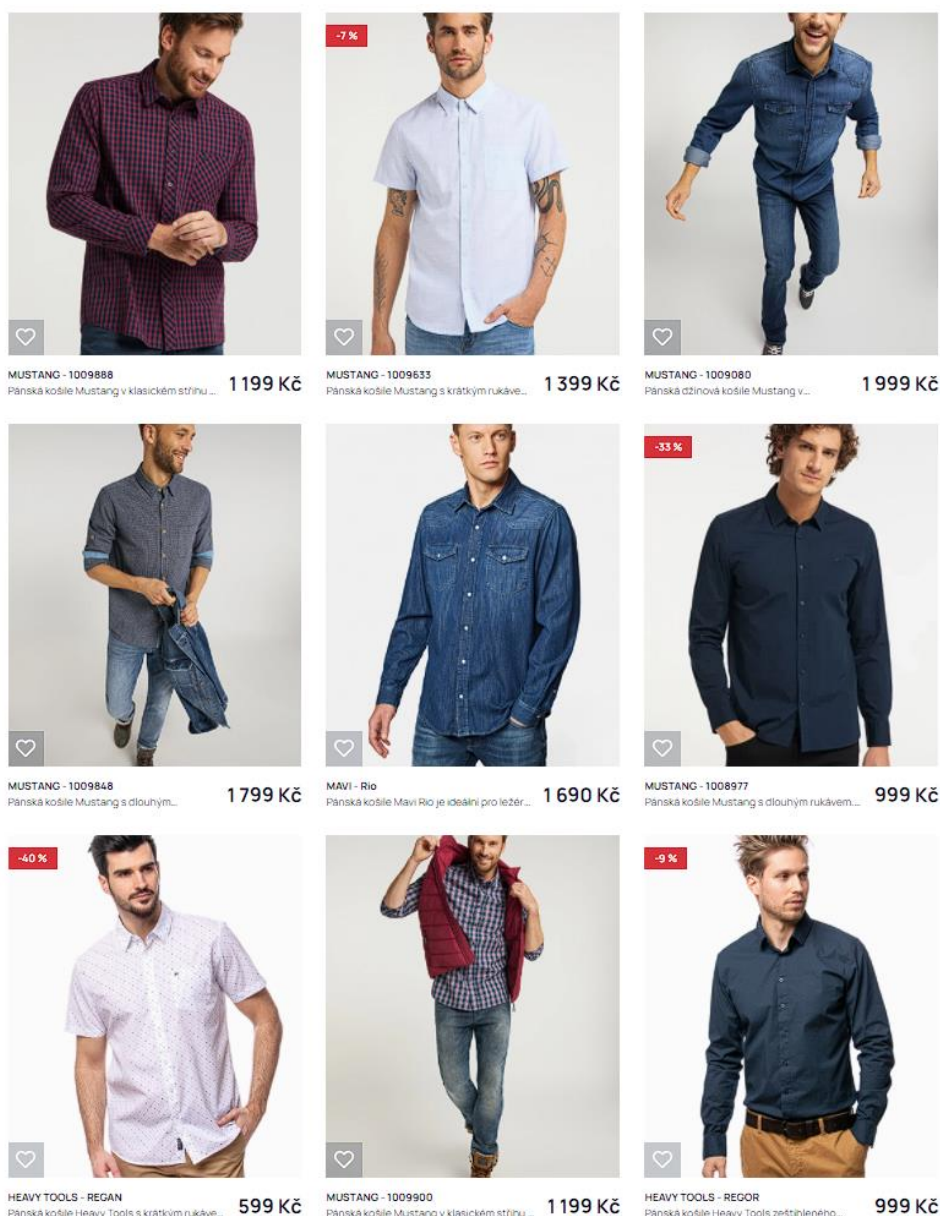
Below you can see three examples of the product pages of the three most significant products and the most dominant brands.



Picture no. 15: Example of a product page
(Source: EXE Jeans, 2021)



Picture no. 16: Example of a product page
(Source: EXE Jeans, 2021)



Picture no. 17: Example of a product page
(Source: EXE Jeans, 2021)

There are many suppliers, but the most notable brands are:

- **Mustang** – Delivering all kinds of goods from jeans, shirts, t-shirts, jackets, belts, etc.
- **Mavi** – Mostly jeans
- **Cross Jeans** – Mostly jeans and shirts
- **Cup of Joe** – Jeans
- **Heavy Tools** – Upper clothing such as shirts, sweatshirts, hoodies, and more.
- **Big Star** – Shirts

- **Moodo, Haily's** – Women upper clothing
- **Smaller ones** – New Canadian, River Creek, Cabano (Mostly Jackets), Rino&Pelle, New View, Tara, Zabaione, and more.



Picture no. 18: Brands that EXE Jeans cooperate with
(Source: My collage based on EXE Jeans, 2021)

Significant suppliers are primarily on the top of the picture, and brief information about each brand can be found on the website in the section „Our brands“ located on the bottom of the page under „EXE JEANS“. This should be every one that EXE is cooperating with.

2.4.2. Price

The price range of the products listed in the shops varies based on what the customer needs. There is covered individual product, transfer, and all other costs connected within it till the final sale in the final price.

Some of the products are not priced for young people as they don't usually have big amounts of money. They rather spend 200 CZK on jeans from some bigger clothing chain stores than purchase quality ones that really fit their body and are going to sustain longer with a range from 1599CZK, mostly up to 2500CZK from my point of view. From experience as a sales assistant, I have encountered and dealt with customers, and I would

say that they are more or less stable and satisfied with the products, and their age is mostly from 30 to 55 years.

Leather jackets are also those products that have higher prices because genuine leather is an expensive item.

Other than specific goods, some clothes have a price range like most of the shops.

As mentioned before, EXE Jeans has a loyalty program that can affect the price. As a customer proceeds to buy something multiple times and surpasses some value, he gets a discount.

When speaking about the discounts. After every season ends, there are discounts on the goods that have not been sold during the main period. EXE Jeans also participates in events such as Black Friday, Dny Marianne and other promotional activities that they before the action agree to take part in.

Down below in the table you can see the pricing of some products. The semicolon will serve as a distinguisher between brands and prices. To not have an overfilled table, I will count only on men's prices. In general, women clothing is a bit cheaper. I have included only goods not on sale.

Another factor that is needed to be pointed out is that some products are made from different materials and made for different seasons, creating a large gap between the prices. For example, the difference between a leather jacket and anorak for spring or fall.

Table no. 4: Price comparison of different brands and products
(Source: EXE Jeans, 2021)

Product	Brand	Price range
Jeans	Mustang; Mavi ; Cross	1,799-2,699; 2,150-2,575 ; 1,499-1,899
Shirts and t-shirts	Mustang; Heavy Tools ; Big Star	399-899; 599-999 ; 299
Sweatshirts and hoodies	Heavy Tools; Mustang	599-1,599; 1,199-1,499
Jackets and winter jackets (Anoraks)	Mustang; Rino & Pelle ; Heavy Tools	1,999-7,999; 5,499-5,999; 1,799-1,999
Belts	Mustang; Heavy Tools ; EXE Jeans	599-1,399; 299 ; 799

2.4.3. Place

EXE Jeans as a company has 15 branches over the Czech Republic in these locations:



Picture no. 19: Locations where EXE Jeans is located
(Source: EXE Jeans, 2021)

Many of these are located in shopping malls, and some are independent stores.

As it was mentioned. In December 2020, EXE Jeans also launched an online store, and therefore customers can also shop there during the time the branches are closed.

Again, from my experience as a sales assistant when speaking from the point of view of jeans. Many people are incorrectly picking their size, which results in damaging the clothes and discomfortability. This leads to warranty claims and dissatisfaction with the brand and EXE Jeans as a whole. Other goods that don't require assistance and are apparent about the sizing can be purchased through the internet and without additional help. However, when the customer is deciding about the size, it is better to try it directly in the store as every pair of jeans has different sizes, cuts, silhouettes. This means a rise in the waist, length and width of the leg.

Additionally, EXE stores are smaller and focus on the individual approach. Sales assistants are really there to help find the best fitting clothes and not just as cashiers. Additionally, employees work with jeans every day and the customers, so they have a very good eye on what fits and whatnot. Because of this reason, I think it is good to purchase jeans and more expensive things physically at the store to be sure that the sizing is correct. Sizing differs for every brand and type of clothes, and one brand can have size L, and for another one the same size is M. It should be generalised, but there are some cases where the sizes differ. For this reason, to avoid further complications, it is better to try it. If the person is not bothered by returning the clothing back to the EXE Jeans to change the size, I would say feel free to buy it online.

2.4.4. Promotion

Promotion is the most significant and crucial part, which I will focus on in the next chapter 2.5 Communication mix, as I will give it higher importance.

Summary

To sum up the marketing mix, I will not include the communication mix as it will have it's own separate parts. From the perspective of product, EXE has a great portfolio of products and suppliers, however, it could be expanded by those very known and established, such as Levi's, Pepe Jeans, Wrangler, Lee and this could bring a potentially broader audience used to traditional brands after some validation of the quality, but on the other side it could affect EXE negatively. By this I mean that overload of goods and

not having an overview above the assortment. This marketing mix is good in my opinion. Good combination of products, product knowledge, educated salesmen, and adequate prices for quality and good place in offline and also online environment. To that, there are minor mistakes which can be fixed with the help and feedback of the employees. Additionally, EXE has been selling for years now and it's working perfectly and the company is growing every year. There is only one thing that will come in the next part and that is promotion.

Overall, the marketing strategy is not on it's full potential and all "weapons" and tricks should be used. Company should adapt to the online environment and take full advantage of it. EXE is growing each year and why not amplify it with online.

2.5. Communication mix

In this part, there will be an explanation of the marketing communication channels that the selected company is using. The data are provided by Pavel Vaněk who currently serves as one of the highest members in the company after Andrzej and Eva Tomaszek, and he is in the main charge of the e-shop and other operational things.

2.5.1. Offline environment

EXE was operating mainly offline and was benefiting from the returning customers and was on a stable rise even before launching an online store. However, when I started working here, I wondered and thought that EXE could've started their engagement with social media much more and generally on the internet, because their overall presence on the internet today was weaker than it should be. In today's world, the internet and social media are not used only by young people, but also the older generations, and there is a possibility to find them and display some advertisements to them.

Billboards and posters



Picture no. 20: EXE Jeans billboard at shopping mall

(Source: 36)

When speaking from the point of billboards, EXE has been using them for quite a long time near all shopping malls and places where they are operating. On the picture above we can see one of the examples of the billboard that is placed on the wall of Nákupní Centrum Královo Pole and this is the first thing that customers see when entering the centre.

This method is one of the standard ones that have been working all the time as it is shown to the broad audience coming into the centre or it generally raises awareness.

Other than billboards, posters are used. The output is more or less the same, but in a smaller versions.

Digital channels such as radio in Malls

When you are walking through the centre, you can hear commercials promoting stores operating directly in the mall. There is no exception and, in the malls, where EXE operates you will hear commercials promoting their products and drawing the attention of the customers

Store

Other than those offline channels, EXE is good at arranging goods for the customers. This is done mainly with every new collection or when some collection lasts longer than expected. Visual merchandiser sends the instruction to the workers at the branch and they arrange the clothes for better visual representation, so the customer has a great feeling when entering.



Picture no. 21: Possible look of a EXE Jeans branch
(Source: own photos from EXE Jeans Breda)

Personal selling

This part is connected to the previous one. Every salesperson I have worked with in EXE has a deep knowledge of all materials and goods sold. It is detailed and required for the impression left to the customer. Every assistant must provide great experience and has to inform the customer about the maintenance. Leaving a great impression is the ultimate goal as the satisfied customer will probably return for another purchase.

Sales promotion

This one segment is dedicated to the sales promotion as when you are a stable customer, there is a possibility of creating a benefit card for stable customers and once you reach some amount, you are getting some percentage of the price down.

Other than that, they are participating in sales promotions such as Dny Marianne, Black Friday and etc. but, it is not in their pricing strategy to put every single piece of goods on sale every time.

When the season is over, typical goods are put on sale or kept for another year if the collection was selling well. Those sales are displayed in the photo below.



Picture no. 22: Shop window in one EXE store with sales promotion
(Source: EXE Jeans, 2021)

Magazines, news

I have no information from the source that EXE participates in marketing at magazines or news, but I think it is worth considering putting it there because of the reason that those media are searched by those users that are interested.

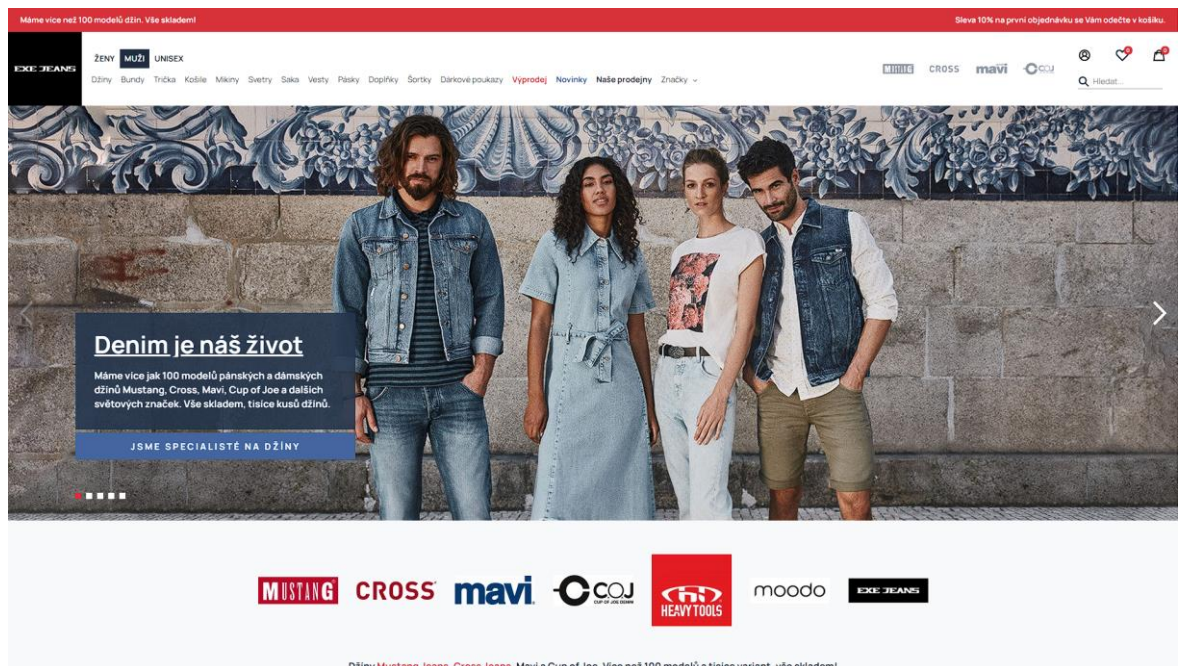
2.5.2. Online environment

Since December 2020, EXE has entered the online environment with the e-shop. Social media were working, but not much attention was paid to it.

E-shop and website

In December 2020, EXE rearranged their website, gave it a better look, and started an e-shop. This resulted in more engagement in online advertisements.

In the picture below, we can see a great layout with every product having its own section, shopping cart, and whole navigation. Everything is seen clearly, and you can easily click through the whole website. Additionally, the biggest and most known brands are listed here. I haven't experienced any difficulties while going through it, no product photos were missing, and everything ran smoothly. The store was made by Esmedia, which is a social media agency also focusing on the creation of webpages and e-commerce overall.



Picture no. 23: Landing page of EXE and their e-shop
(Source: EXE Jeans, 2021)

SEO

With the previous point, there is a SEO. When searching for keywords “jeans” “jeans shop” EXE is not in the results on the first page which they should really aim for. Additionally, they could be found when searching for “jeans shop” but they were in the lower part of the page. Down below I did a brief comparison of SEO results while searching for keywords. I listed there three direct jeans competitors as Zalando, Glami or About You are always ranked the highest or are promoted.

Table no. 5: Comparison of EXE competitors of specific keywords
(Source: Google search, 2021)

Keyword	Competitor	Rank page (place on page)
Jeans	Jeans.cz; jeans-store.cz; jeans-shop.cz	1 (1); 1 (4); 1 (2)
Dámské jeans	-//-	1 (8); 3 (7); 1 (3)
Pánské jeans	-//-	2 (7); 2 (3); 1 (8)
Prodej jeans	-//-	1 (1); 1 (4); 1 (2)
Obchod s jeans	-//-	1 (1); 1 (4); 1 (2)
Jeans shop	-//-	1 (4); 1 (3); 1 (1)

Table no. 6: EXE SEO results for specific keywords
(Source: Google search, 2021)

Keyword	Rank page (place)
Jeans	4 (7)
Dámské jeans	5 (8)
Pánské jeans	4 (6)
Prodej jeans	2 (2)
Obchod s jeans	1 (10)
Jeans shop	1 (8)

After this brief analysis, competitors are always appearing on the first page and EXE was there in two cases and those were on the bottom of the page. It is worth considering an upgrade in SEO and keywords usage according to most searched words related to jeans via Google Trends and tools for this improvement of those stats. Those ranks shouldn't be like this as they can't be found on Google.

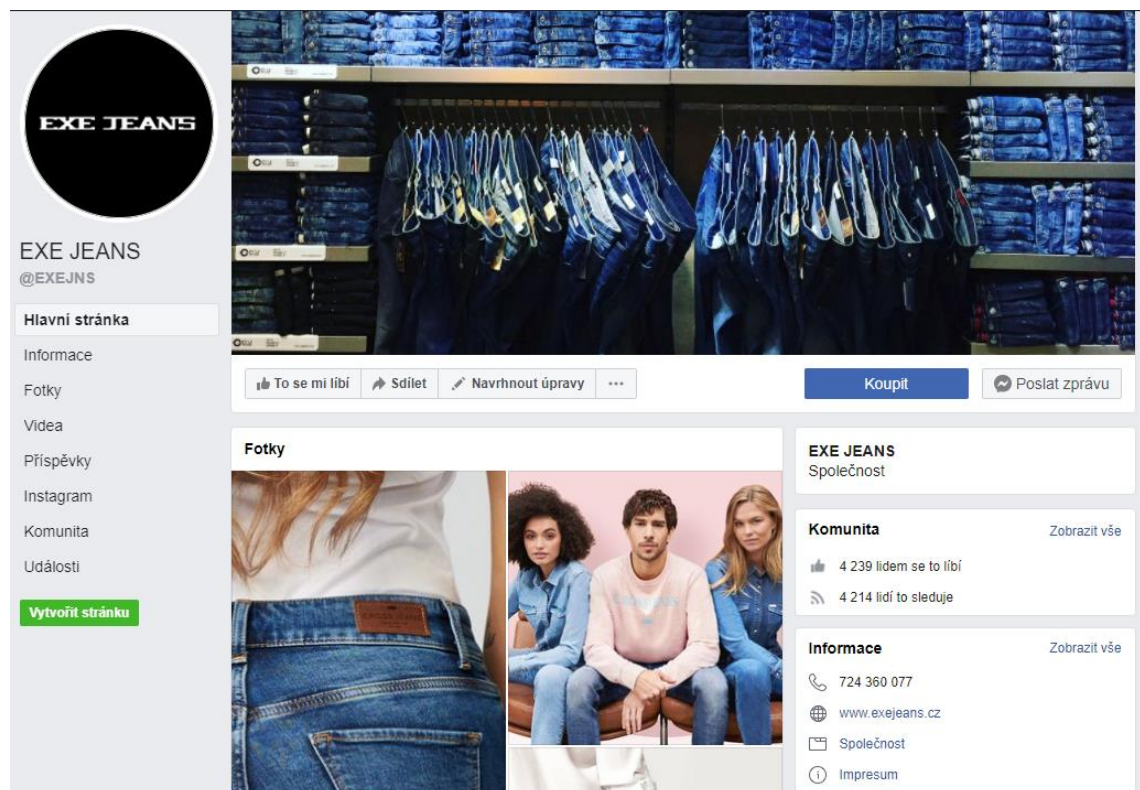
PPC

Rather than doing it by themselves and learning from their mistakes, EXE have hired specialists on online marketing who have created and are cooperating with them on their PPC campaigns that are mainly conducted through Google Ads and Seznam's Sklik.

When it comes to PPC campaigns on social media. EXE Jeans uses only this method on Google and Seznam, but not on Facebook and Instagram, which can really be an interesting opportunity to plan a campaign for those.

Social media

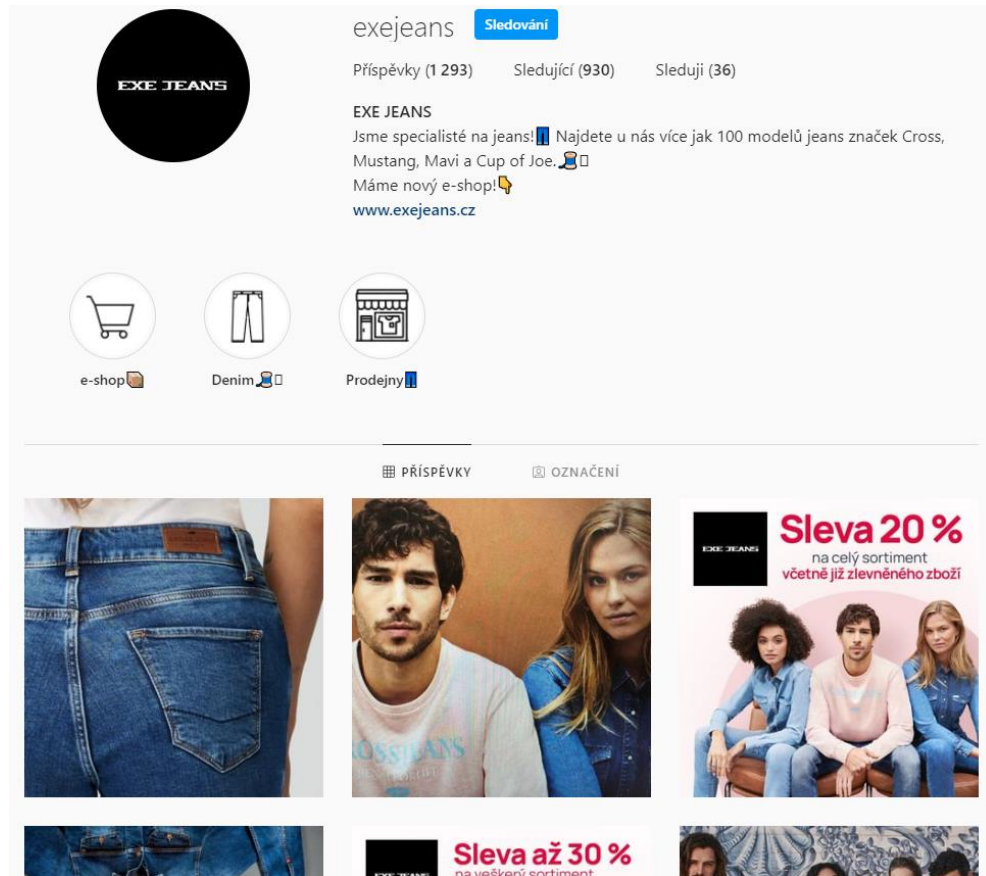
EXE Jeans uses social media for a longer period of time, posting consistently with a stable fanbase, however there could be done some improvements. However, both Facebook and Instagram are active.



Picture no. 24: Facebook website of EXE Jeans
(Source: EXE Jeans, 2021)

When speaking about Facebook specifically, EXE uses own photos and has a decent community, however, as it was explained in briefly in competitors' part, the engagement rate is pretty low. EXE has stated all relevant information and has a click-through link to their e-shop which should be obligation. Additionally, when clicking on "Koupit" there is a page where clothes are listed with another link to the e-shop. Coming to the

consistency of posting, pictures and posts are shared in 80% of cases at least once a week or in a fortnight. There is always a link for pieces in the picture, but not with an engagement rate in the form of likes or comments higher than 0,2%. Moreover, there are no running PPC campaigns.



Picture no. 25: Instagram account of EXE Jeans
(Source: EXE Jeans, 2021)

Instagram of EXE is in the same spirit as Facebook. Some communities, but with low engagement rates. As before, all information are stated and click-through to the website is there. EXE tries to come up with some IG stories as we can see some highlighted. From my experience, those stories can be a great resource of engagement. No PPC campaigns are running on this account too.

I definitely see a possibility of cooperation with influencers of a specific type which can bring audiences and engagement. When I was checking this page at different time, the number of the following people were significantly reduced. From my experience the “follow-unfollow” tactic isn’t worth the time because it will gain followers without them taking any action. Rather than that, EXE should focus on the consistency and interesting posts that will generate relevant customers over time.

Newsletter

The company uses a periodical newsletter to the database of registered users, which is tens of thousands. When they don't have an email to the customers, they even try to contact them via message.

PR/sponsoring

As with magazines, I don't have information if the company participates in something like this or I haven't found it, but I've seen a few brands selling jeans that were promoted by influencers. This point is connected to social media. I think that sponsoring the right people who are wearing jeans and it is, for example, in some company's dress code or they influence others with their look is really worth it and can bring many customers even from different age segments. Many men can't find their size because of their huge legs or others and in EXE they find it. Influencers are a great tool.

Summary

This bachelor thesis is focused on the online environment, and I believe that EXE has offline covered greatly. Improvements can definitely be made on social media as posts should be more engaging, more entertaining, and catching the attention of customers. Usage of influencers on both platforms can significantly increase active customers. Google and Seznam PPC campaigns are managed by the extern company of professionals. I shall rather focus on campaigns on social media.

Another possible improvement that is worth the time invested is reworking the SEO of the website.

I believe that EXE is not using its potential that it could have with all the tools used. Together with that, hiring a specialist with experience in all those fields, previous experience, and consulting possible improvements with him could play a key role in the expansion of the online division of EXE marketing. This could be done short-term or long-term to have someone taking care of it when the environment is quickly changing and always have new opportunities. Rather than having one person doing multiple tasks with half of the deployment and not full attention, it is better to have a specialist that understands what is he doing with full commitment to the work.

2.6. SWOT analysis

In this part, we perform SWOT analysis of EXE Jeans. This means strengths and weaknesses together with the threats and opportunities that we've got from partial assessments.



Picture no. 26: SWOT analysis of EXE Jeans
(Source: own work)

Table no. 7: SWOT matrix
(Source: own work)

Strengths	Weaknesses
<p>S1 – High quality products</p> <p>S2 – Establishment over country</p> <p>S3 – Stable suppliers</p> <p>S4 – New e-shop</p> <p>S5 – Educated staff</p> <p>S6 – Stable customers</p>	<p>W1 – Untapped marketing potential</p> <p>W2 – Lack of Facebook advertising</p> <p>W3 – Lack of Instagram advertising</p> <p>W4 – Unoptimized SEO</p> <p>W5 – Sometimes chaotic internal communication</p> <p>W6 – Higher price for some goods</p>
Opportunities	Threats
<p>O1 – New partnership</p> <p>O2 – Expansion</p> <p>O3 – Improving marketing communication activities</p> <p>O4 – Own product creation</p> <p>O5 – Expansion to different clothing style</p>	<p>T1 – Leaving employees</p> <p>T2 – Established competition and new entrants</p> <p>T3 – Covid</p> <p>T4 – Supplier disputes</p> <p>T5 – Cautious customers</p>

Table no. 8: SWOT matrix evaluation
(Source: own work)

		Strengths						Weaknesses						Score	Rank
		S1	S2	S3	S4	S5	S6	W1	W2	W3	W4	W5	W6		
Opportunities	O1	++	++	+	++	+	+	0	0	0	0	0	0	9	2.
	O2	++	++	++	++	++	-	++	-	-	-	0	-	7	3.
	O3	++	++	0	++	+	0	+	--	--	--	0	+	3	4.
	O4	++	+	0	+	0	++	+	+	+	+	0	+	11	1.
	O5	++	0	+	0	-	0	0	0	0	0	0	0	2	5.
Threats	T1	0	0	0	0	--	-	0	0	0	0	--	0	-5	4.
	T2	+	+	-	0	0	0	--	--	--	--	0	-	-8	2.
	T3	0	0	-	++	--	+	-	--	--	--	0	--	-9	1.
	T4	0	0	--	-	-	0	0	0	0	0	-	-	-6	3.
	T5	+	-	0	-	+	+	0	-	-	0	0	--	-3	5.
Score		12	7	0	7	-1	3	1	-8	-8	-7	-3	-5		
Rank		1	2.	4.	2.	5.	3.	5.	1.	1.	2.	4.	3.		

2.6.1. Strengths

When speaking about the strengths of EXE Jeans, the first thing that comes up from partial assessments are high-quality products available in multiple sizes, which means a wide range of customers are satisfied.

Undoubtedly, a great advantage are educated salesmen who are making sure the customer feels comfortable with a good intentions to help you. As stated, EXE has 15 branches over the Czech Republic and are a well-established name in the field of jeans. Same as McDonalds. You come to some branches and you should get same great experience.

There is also a fact that EXE has had stable suppliers in previous years and it shouldn't change in the near future. As we can see from the matrix, the biggest strengths are high quality products, with establishment over country and new e-shop.

2.6.2. Weaknesses

One of the weakest points from my point of view is the lack of great Instagram and Facebook advertising. Company is present here, but they just post something without any consistency or higher goal. Engagement rate is low. With this, I think they haven't uncapped the real potential that lies there using only traditional methods and relying on returning customers. Simply it isn't enough to post something and have radio mall advertisements and billboards.

Furthermore, in my eyes, SEO is a problem, that could be improved, based on the results of searching for keywords.

Lastly, as the individual branches are sending goods between them in the peak, it becomes chaotic and unnecessary things are done, which may result in disputes inside and every time the company bleeds internally, it will float to the surface and affect the company's performance.

This may not be a weakness, but I decided to put it here. Pricing strategy of Gucci, Louis Vuitton targets highly earning customers. EXE has a pricing strategy that may be high for someone, but I think the quality is adequate to it. However, the biggest weaknesses are social medias followed by SEO.

2.6.3. Opportunities

I see coming opportunities when EXE can start working with another big brand of jeans such as Calvin Klein, Levi's, Tommy Hilfiger, and other well-known brands. This could boost the sales of other customers coming especially for these brands that have more awareness.

Before the coronavirus crisis, EXE was opening new branches regularly. Opportunity lies in opening more stores in more cities, even smaller ones, and slowly taking over. Expansion to another countries could as well be in the discussion when online marketing will be solved much better. In my eyes it is that with this expansion to more cities EXE is extremely effective and is going in the right direction. Simply they are doing it right. Target is to fix some internal processes to run more smoothly and the marketing strategy. Before Andrzej Tomaszek took over the company with his lead after old EXE has disbanded, they produced their own clothing and till this day some customers return with those pieces and say it is still holding up and has perfect quality. Producing their own

clothes again could result in great profits and awareness. When speaking about expansion. EXE can be one brand that can be divided in some subbrands. EXE Jeans is one and the potential could be in creating other types such as EXE Suits or just other types of clothing. The brand could be used for more circumstances.

Lastly, I see the biggest opportunity in the marketing strategy. They have some strategy, but I feel that it could be much stronger in every department. Hiring a professional that will have the entire marketing department under him and consulting with some companies dedicated to online and offline marketing would boost the sales and raise the needed awareness of the company very much from my point of view. Besides on-line the biggest opportunity lies in creating own product as it was the first EXE and creating new relationships with new more known brands.

2.6.4. Threats

One of the major problems could be when some employees will leave due to some reasons. It is important to have regular feedback from the employees to solve their problems that will lead to the satisfaction of both sides. Training of such individual is a more long-term process as he needs to remember everything in the store and the processes connected to it.

Another threat as stated in part of Porter analysis are new entrants and existing competition. Existing competition is often established well already and has a functioning system. New entrants could bring some technologies that are revolutionary and can attract current customers or just simply have better sales or marketing strategies or some competitive advantage.

With the Covid-19 crisis, the shops are closed for a long time and customers might have less money to spend and they will not be willing to do it so.

Lastly, as I have been working here, I have heard that some of the meetings with suppliers are heated due to different approaches and expectations. Mostly they are calm, but it can happen from time to time, that there will be some disputes. Loss of a stable supplier could hurt the company as some customers are returning for specific brands or simply, they deliver high amounts of clothing.

Even though from matrix they ended relatively low, however I think that employees leaving and supplier disputes could cause the biggest problems as having a good

employee who know what is he doing is priceless and his training is time demanding and loss of supplier could result in significant loss of customers, because some may be returning for that particular brand. Then Covid is the most significant threat, because there is a threat that in fall we will go back into quarantine and shops will be closed again. And as always competitors coming up with something innovative or different approach are dangerous too.

Summary

Based on the information, I have conducted SWOT analysis of the company. The result is that the company is pretty stable and before they were greatly adapting to the changing environment. If they keep up the work, they will handle it with ease. They are established and well known in offline over the country.

However, the problem lies in not fulfilling the full potential of online marketing. Three biggest problems in online are Instagram, Facebook, and SEO as PPCs are handled by an external company.

Great potential lies in another expansion. Before Covid EXE was stable and expanding regularly but only inside of the Czech Republic. Future could hold an interesting options to expand abroad and to acquire new suppliers or even produce own goods as before it was great quality and people were coming again for it. Today, as I write this, biggest threat is the situation with closed shops.

After they open, EXE should not expect an extreme boost in sales as people will still be recovering from the situation and spending less amount of money. Another thing are competitors bringing something revolutionary in the clothing industry.

And lastly, fluctuation is always a problem as the training of new employees is money and time consuming. Keeping a great relationships inside the company will also prevent problems that could damage the image of the company.

3. Recommendations

This part of the bachelor thesis contains recommendations of possible improvements that can be made fulfilling the main goal of the whole thesis, which is to suggest company ideas that would streamline the effectiveness of marketing communication. Those recommendations are based on information gathered from specialised literature and conducted analyses in the analytical part.

To start this part, I should say that from the conducted analyses there are few areas where improvements could be made. Opportunity lies in social media and not stagnating only in the offline as competitors who are adapting to the environment of big players. Learning how to improve those parts or hiring specialists could make an enormous difference between EXE and the competition.

3.1. Responsible person

First of all, EXE Jeans does not have a responsible person for entire marketing department as someone is responsible just for particular things. My recommendation is hiring specialised marketing manager who will receive this department under his control for monthly salary of 50 000 CZK. In some companies there is only one marketing manager since they are not that big and he doesn't have that much responsibility so he "does everything". It is important to test if the person is able to handle it, but the person definitely should as it is working in some companies and he is not responsible for multiple clients like marketing agencies and all these activities should be manageable since from the start they will not be that time demanding.

From the start it may feel like overload on one employee, however company isn't yet that big and if any problem occurs there is no problem of hiring a junior employee on part-time for a long-term help. Those juniors could be hired for rate 150 CZK per hour with freelance contract working "on himself". For social media I would recommend hiring a specialized freelancer for a long-term cooperation, who will manage it. **Freelancers rate per hour is 150 CZK and he will work for 17,5 hours a week.**

It is recommended to hire a professional video editor or production company for creation of the video. **The price is flat 20 000 CZK** for one time cooperation on production. In

this price are included: video shooting and editing, item rental needed for the creation, preparations and rewards for extras.

Table no. 9: Layout of employees salary

(Source: own work)

Wage	
Net wage	39 320 Kč
Social Insurance	3 250 Kč
Health Insurance	2 250 Kč
Income tax (15%)	7 500 Kč
Tax relief for taxpayer	2 320 Kč
Net hourly wage (40h/week Full-time contract)	245,75 Kč

Table no. 10: Employers total cost

(Source: own work)

Social Insurance	12 400 Kč
Health Insurance	4 500 Kč
Total labor costs	66 900 Kč

3.2. Proposed Solutions

In this part, there will be explained possible improvements to strengthen the overall on-line marketing presence and fill the gaps.

3.2.1. Social media

As we gathered the results from the analyses, we can say that social media isn't that used by any direct competitor other than the big ones focusing on the whole fashion industry such as Zalando, About You or Glami operating all over the Europe. Other than that, smaller competitors such as jeans.cz or jeans-store.cz are not taking possible chances of this advantage. One of the main significant changes can definitely be in the field of social media. Namely, Facebook and Instagram as these platforms are still growing. Not like in the early days, but still on growth.

3.2.2. Instagram

Personally, I would start with an Instagram as it is still growing at a great rate and is one of the most used social media. Advantage of this form lies in the focus on the graphic content.

EXE Jeans runs an Instagram account themselves, but the person who has it under it's charge doesn't have a strategy set and is posting pictures and videos inconsistently, which is one of the things that should be improved. I've noticed that the person is using the "follow-unfollow" technique which may look good while having a big amount of followers. However, those people are useless for the company since they don't bring any real value. EXE has to attract the right sort of people looking for jeans and eventually make them purchase the product or atleast create some engagement in the form of likes and comments. As any other big platform. Instagram is based on algorithms showing the content to the right people. For example, it shows the post for a micro test to 10 people. If 1 person reacts, the algorithm will evaluate it as poor content and will not feature it and show it to other people. On the other side, when 9 from 10 people in the testing phase will somehow interact with the content, Instagram will evaluate it as an interesting one and will show it to the broader audience. This is mainly caused by the fact that Instagram wants high-quality content so their users to spend more time on the platform as they can display more of the possible advertisements.

Useful fact to know is that there are few very good tools for gaining Instagram followers and their engagement. In micro test phase, the usage of hashtags can skyrocket the popularity. However, it is needed to keep in mind that the account should look up for hashtags that will bring early adopters. Using hashtag #jeans will probably not bring any results as it could be considered as "king hashtag". This means that top positions are occupied by big accounts and brands and the chance to be featured here is extremely low as millions of posts are made that day. Choosing some hashtags with less posts will result in making it to the top of that particular category which is followed by really interested people, and this will eventually lead to more followed hashtags. The goal is to stay consistent in building up the name.

Understanding the Instagram is needed for better performance. There are five types of content. Images, Videos, Stories, Reels and Live. Most used are Images, Videos and Stories which all have different key attributes which will be briefly pointed out in the table below.

Table no. 11: Types of content and their attributes
(Source: own work based: 37, Udemmy course)

	<i>Image</i>	<i>Video</i>	<i>Stories</i>
<i>Easy to create</i>	+	-	+
<i>High engagement</i>	-	+	+
<i>Virality</i>	+	++	-
<i>Trust Builder</i>	-	-	+
<i>Descriptive capture</i>	+	+	-
<i>Linkable</i>	-	-	+

As we can see, each type of content has it's benefit and it is important to combine them together to see the best possible results. Together with this, it is important to stay consistent with the posts. Keeping the same energy, colours, and environment. Timing is also very important as the account keeper has to see in which times are the followers and users most active to post at the right time and consistently over a longer period of time. This will manage the process of returning followers as they will be ready for new content at a specific time. However, there has to be chosen the right posting frequency. Posting 5 things in a week is great, but if it can't be maintained, customers will not be „fed“ what they are waiting for. With consistency, the account will be on a stable rise

We have to realise that the process on Instagram is from the biggest part gaining engagement and reach to the people. From that point, a trust has to be built to make consumers comfortable and only a few of them will conduct sales in the end. I recommend taking a look and following of the already successful accounts in this field and further analysing what they are doing and taking something from already established success.

Nowadays, many influencers are engaged in some cooperation's and one of my suggestions is to look out for some of those people interacting with possible customers for a small fee. From my personal experience, I know that for example, Jan Krasinsky (on Instagram @krasinsky) was cooperating with one jeans shop and he was promoting the fact that they found him his size even though he is an athlete and has a problem with the selection of clothes. This is only one of many people who can be approached and even

though his audience is around 18-35 years old, he exposed his viewers to this type of content. He has around 100k followers. If even 20 were interested for a small fee, this would be a win situation.

Together with those things the person which will be in charge of this should always look for new methods as this environment is quickly changing.

Summary of recommendations

Since the manager is responsible for overall strategy. Freelancer will have this under his responsibility. EXE Jeans should post something at least three or four times a week depending on engagement rate. Content of the posts should be videos explained further in the section of Youtube, reposting videos from brands that EXE Jeans cooperates with. Secondly pictures presenting new collections, changes on branches, interesting news regarding new goods, new suppliers, etc. This should be combined with stories where is possibility of swipe up.

Table no. 12: Possible scheduling of posts
(Source: own work)

What	When
Picture of the store, something interesting	Monday
Video + IG story	Wednesday
Influencer cooperation	Friday
Prize competition	Sunday



Picture no. 27: Preview for Instagram story with swipe up
(Source: own work)

On post above we can see Instagram story. It would be great to post on normal feed and then extend it with story with swipe up so the consumers will see it twice. Those stories can be added to saved ones and they can use a miniature based on what content they contain.

When it comes to cooperation with influencers there is a possibility of choosing fashion bloggers for younger generations, someone which problem EXE solves with their jeans such as bodybuilders and men who workout have trouble with finding those or any other. I recommend trying reach out to influencers such as: @andreabezdekova, @krasinsky, @hanagrabkova, @nataliehefnerova, @mirahejda, @ondrejkmotak, @jakubenzl, @jmenujisebeta, @shredded_fox and proposing a possible cooperation with them. They would provide special link to their followers to measure success rate how many people came from their link and based on results EXE decides if the cooperation will be renewed or it isn't cost effective. However, we are counting with rate 200 CZK per 1000 followers. The price may be lower in some cases, but also higher depending on people and industry.

However, considering legitimacy and seriousness of those people this rate should be adequate.

I also mentioned usage of hashtags. #jeans has around 40 milion of posts, that's why I would recommend more specific ones firstly to gain basic awareness and then scale it. See table attached below with hashtags and their rate of usage.

Table no. 13: Usage of hashtags and possibilities

(Source: own work)

Usage of hashtags	
#exejeans	Under 1000
#jeansshop	23k
#dnesnosimcz	38k
#dziny	5000+
#jeanslove	32k
#bestjeans	18k
#jeansmoda	12k
#ceskamoda	24k

Creation of a new hashtag such as #ceskejeans is also possibility as if there will be cooperation with influencers or some sort of competition they can use it. There could be requirement to post something with this post. Maximum of thirty hashtags can be used under each post so I recommend searching for even more hashtags. Put them into groups up to 1k posts, 5k, 20k, 50k, 100k and 100k+ and combining the around 5 from the first group, then 8 from second, 10 from third, 4 fourth group and 3 from the last one.



exejeans
894 followers

[View Profile](#)



[View More on Instagram](#)



432 likes

[exejeans](#)

Ukažte co ve Vás je a vyhraďte s námi hodnotné ceny!

1 Sdílejte s námi, kde naše produkty využíváte nejčastěji a zapojte kreativitu při tvorbě nejlepších kousků a připojte hashtag [#EXEJeans](#). 🛠️

2 Fantazii se meze nekladou, připojte jakékoli video či obrázek atraktivní formou! 🏆 📸

3 Zapojte se přidáním fotky a InstaStory s hashtagem [#EXEJeans](#) a získejte hodnotné ceny v podobě poukazů na nákup nebo jeans Vaší volby! 📌 🛍️

Pro více info a pravidla rozklikněte link v BIU.

.
. .
. .
. .
. .

[#exejeans](#) [#jeansshop](#) [#dnesnosimcz](#) [#dziny](#) [#jeanslove](#) [#bestjeans](#) [#jeansmoda](#) [#ceskamoda](#) [#myjeans](#) [#contest](#)

[zobrazit všech 48 komentářů](#)

Picture no. 28: Preview of Instagram contest

(Source: own work)

I would also consider changing a bio with link to the e-shop.

Social media freelancer will be responsible for these activities under supervision of marketing manager who will set the long-term strategy and goals.

3.2.3. Facebook

As Instagram will be used as the main content platform, Facebook can be used in the same way. Presenting the content cross-platform. This account of EXE Jeans exists for a very long time, but similar to the Instagram it is posting inconsistently without any higher goal.

On Facebook, I recommend raising awareness through PPC campaigns that can be launched in Facebook ads manager and performed by a qualified person together with Instagram PPC.

Other than that, Facebook accounts should aim for the same goal as Instagram. Reaching a broad audience. Gain trust and finally convert it to sale. The first possible way to do it is joining groups focused on jeans and their communities presenting the company itself. Second is the organizing of some giveaways or competitions which is already done by EXE, but it could be improved to make followers more engaged. And the most obvious is to post interesting content which should catch the attention on the first sight to make impression. Some of the posts should also include some form of interaction and “call-to-action” like “Share if you feel the same way”, “Tag one friend that...”

On Facebook there is possibility of stories however they are not that followed and spread as Instagram one. Combining the content should be also applied here for the consistency of posting.

Another recommendation is connected to videos and Youtube as there is a possibility of creating some form of blog or Youtube content that will interact with the customers asking for their opinions, expressing thoughts on the activities EXE is doing as this could serve as a very good form of feedback from the first hand. Interaction with the customers will keep them interested and if the confrontation is kept in the same friendly way as salesmen approach customers in the shop, it will surely gain positive responses. This also applies to responding to the questions asked.

Summary of recommendations

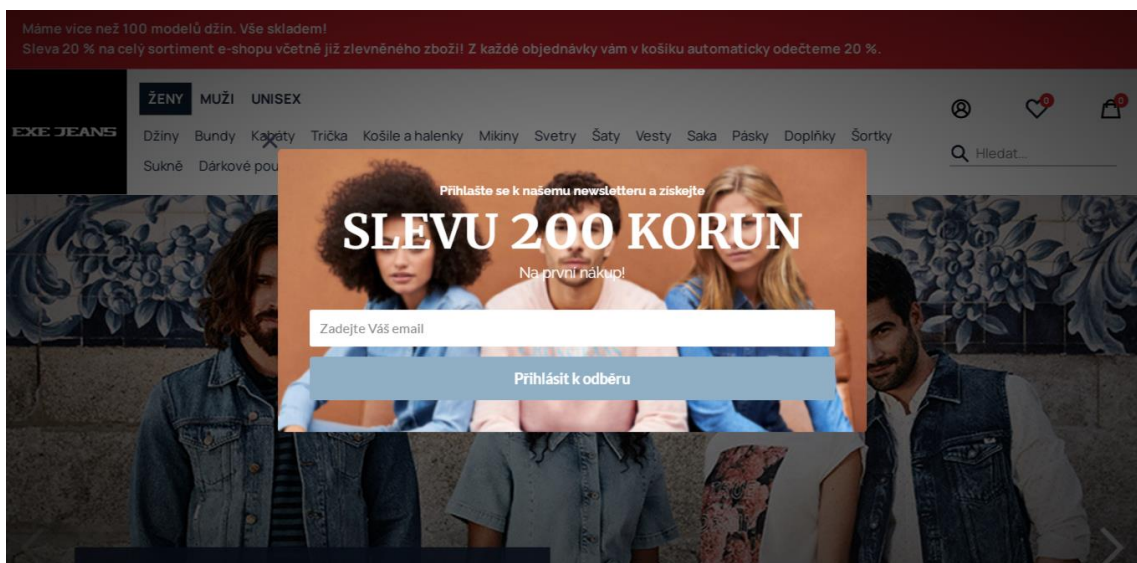
On Facebook I recommend same posting frequency as on Instagram as there will be nearly identical posts and will differ only sometimes. This will result in consistency and regular follower gain.

3.2.4. Emailing

Emailing is one of the very interesting ways how to engage with customers. I fully recommend this as I see this has real results when targeting the right audience. EXE has a system of newsletter or SMS sending to the customers when some special offer occurs. This could be reinvented and it could be in some form of short blog that would catch the attention of the reader and there would be some CTA hidden somewhere in the email.

People who are signed to this email are regular customers or people who have signed for newsletters after or during purchase. I suggest that this should be more visible and showing it in the way of a popup window right after you visit the website will definitely catch the attention of customers.

Additionally, when there are some fashion events held surrounding the jeans branch, presenting new looks, new materials, etc. EXE should take part of it. Post about it on social media that it takes part and possibly distribute some promotional materials which would include subscription to the newsletter or it would redirect the customer to the local store or social media.



Picture no. 29: Preview on newsletter pop-up window
(Source: own work)

Recommendation summary

I recommend adding this feature on the e-shop when customers will visit it for the first time this pop-up window should appear. It is on the website, but deep down. Lurking customers right away with discount just for signing to newsletter is worth it. From my

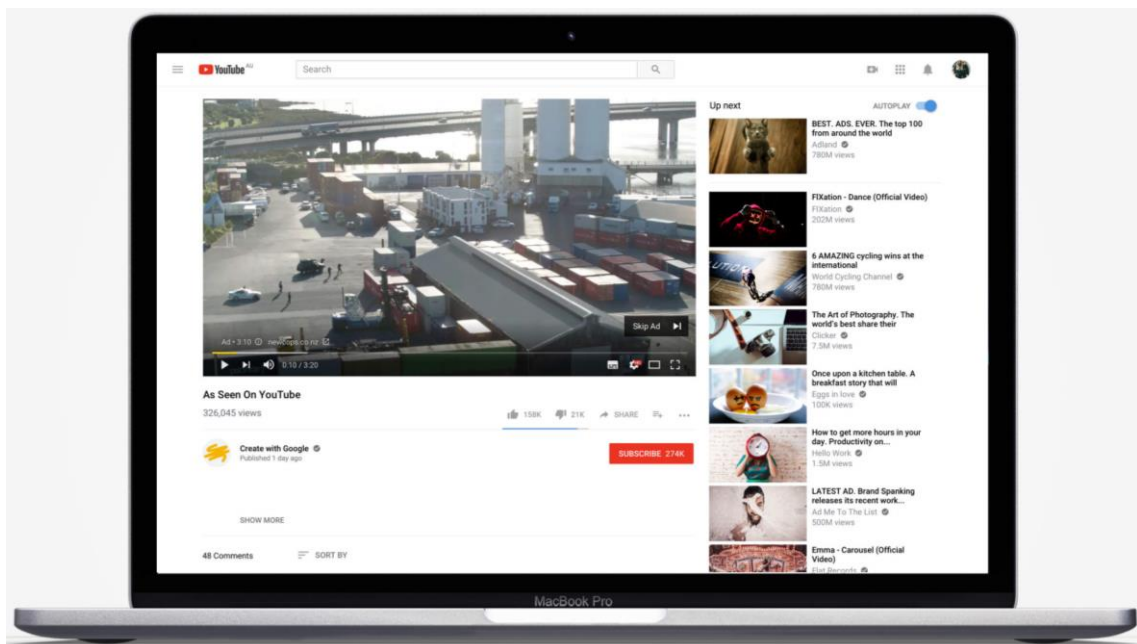
experience, you sign up and sometimes you might look in the email and see something interesting.

3.2.5. Youtube

Using Instagram and Facebook is a great tool, but Youtube is in my opinion very underrated. There is a possibility of paid advertising for advertisement space before the videos. Eye catching video with presentations of the company and products that will be featured before the video or at the paid spaces on the webpage. In Czech Republic, this type of advertising is more cost effective than TV and it allows EXE to target the audience and yet is still quite affordable unlike in America. Earnings of Czech youtubers are proportionally lower than Americans. Not many companies are taking advantage of this opportunity, otherwise this advertising space would be much more expensive.

Same as with Instagram. There is a possibility of reaching up to some influencer which will create a video or review on the EXE Jeans while shout outing it for some certain amount of money creating a needed reach.

Recommendation summary



Picture no. 30: Youtube Ad preview
(Source: 38)

On the picture above we can see how a Youtube advertisement can look like.

EXE hasn't any videos produced by themselves. Because of that reason there is not their video preview.

I recommend arranging a session with professional video editor or production company and models where short advertisement will be made. Video production would cost 20 000 CZK including all costs surrounding it. Possibility is to create three simple videos for the first time and test how it performs. From the start it should be as simple as possible just for testing, how it performs and how is it perceived by the customers. Content of those would be models presenting the clothes on themselves in some situation or simply “good looking” professional advertisement with try-ons and effects. Such advertisements are made by suppliers like Mavi, Mustang or other and they could be inspiration while creating. There is also possibility for some funny animation that catches attention of the viewers. All those videos should have some CTA in them like visit website via this code and get 5 or 10% off, redirecting to website and be presented before videos of fashion bloggers presenting the clothes.

Those videos could also be posted on Facebook and Instagram with some redirecting link to some particular products displayed in the video or some running campaigns.

3.2.6. SEO

As I was conducting the basic SEO analysis, I was surprised that EXE wasn't showing up on the first pages, because in comparison to other competitors, EXE had a much more clearer website with better design. However, their keywords were not right and the result shocked me.

Recommendation summary

As the website was done by professionals, I recommend contacting them again and consulting the results of their work and coming to a possible problem solution.

3.3. Time schedule

In the next table I will focus on time schedule of activities that will take place till the end of the year. Every month is divided into 4 weeks.

Table no. 14: Time schedule

(Source: own work)

Tools used	Month	July				August				September				October				November				December			
	Week	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Instagram posts	Posting of photos, videos and stories																								
	Prize competition																								
	Influencers																								
Facebook posts	Posting of photos and videos																								
	Prize competition																								
Youtube videos	Videoshooting																								
	Production																								
	Post																								
Emailing	Preparation of newsletter																								
	Sending of the e-mails																								
Website optimization	Analysing results																								
	Contact with Esmedia and optimizaiton																								
	Evaluation																								

More or less every component is explained why it will run for certain amount of time. Prize competition isn't explained anywhere. This tool will be used once in a month in the first week, but the preparations for it will begin week before

3.4. Overall costs

Table no. 15: Overall costs

(Source: own work)

Tools used	Responsibility	Time spent monthly	Price monthly	Price one-time
Instagram	m. manager	20h	4 915,00 Kč	
	freelancer	30h	4 500,00 Kč	
	freelancer and influencers	10h	1 500,00 Kč	15 000,00 Kč
Facebook	m. manager	20h	4 915,00 Kč	
	freelancer	30h	4 500,00 Kč	
Youtube videos	m. manager	30h		7 372,50 Kč
	agency	3 week		40 000,00 Kč
Emailing	m. manager	20h	4 915,00 Kč	
Website optimization	m. manager	20h	4 915,00 Kč	3 000,00 Kč
Overall			30 160,00 Kč	47 400,00 Kč

When analysing the overall costs, we came up with these numbers. To explain it. Marketing manager will have everything under his supervision and his responsibility. He will create long-term strategy for Instagram, Facebook, communicate and cover completion of youtube videos, he will be also responsible for emailing where he will prepare materials for each month week before so it can start in the first week of new month. Also he will manage website optimization with the help of external agency which will yet be declared. We will count that he will be able to optimize the web and SEO with

10 hours of consultation with expert priced at 300 CZK/hour. Based on this he will improve it. Other than that, there are not included hours and costs for offline activities he will cover too, that's why there isn't his full salary.

Other than him, there is a price for freelancer who charges 150 CZK per hour for management of social media of EXE Jeans and he will work 17,5 hours a week which is 70 hours a month. He will be posting the photos and whole content on those two platforms. Besides this, his responsibility will be also communication with influencer who charge mostly 200 CZK per 1000 followers. Those mentioned above the table have around 75 000 followers. Firstly, it will be needed to negotiate which activity should the influencers do if it is story shoutout or own post and from this price will differ. However, counting with 2 influencers in the start to test the strategy, each will be rewarded 7 500 CZK. I would try this method and if it was successful repeat it every 2-3 months. If it will be extremely successful, then even more often.

Marketing manager will have creation of youtube videos under his control and he will communicate the deal with the agency filming and editing it. They charge 20 000 CZK for everything included extras, their work and usage of the equipment. This will be done twice in selected period.

3.5. Risk analysis

This part focuses on risk analysis. It allows us to count with some unfortunate events that can occur and be prepared for their solution. There is included identification of risks and their analysis which result in identification of which risk is the most significant.

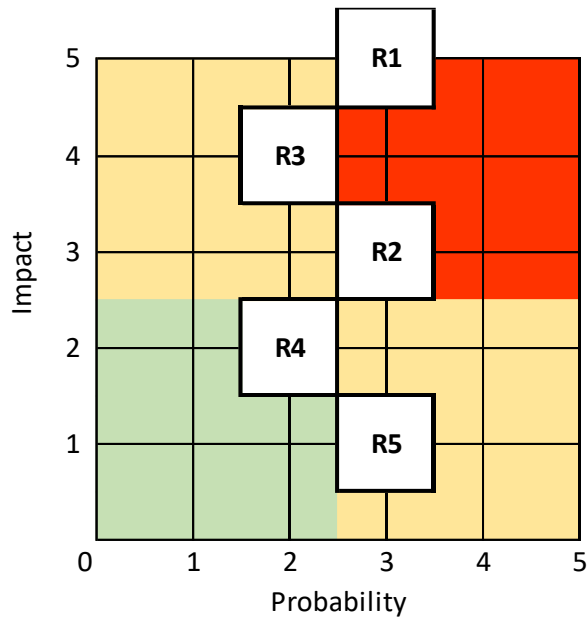
Table no. 16: Table of risks and its scenarios
(Source: own work)

Risk	Description	Scenario
R1	Covid-19	Coronavirus crisis strikes again which results in another lockdown and closure of shops. EXE has majority of the revenue from the offline while the e-shop is starting
R2	Bad selection of Instagram and Facebook posts	Wrongly selected content for sharing which may result in a loss of current followers and no gain of new ones
R3	Bad selection of influencers	Negative affairs can damage the company too as they are connected to each other or wrong target group
R4	Youtube ineffectivity	Paying high amount of money for a video that wouldn't be viewed on youtube and will not bring any conversion
R5	Willingness of owner to spend money on marketing department	The prices may be high for the owner and he will not be willing to spend

Table no. 17: Risk analysis
(Source: own work)

Risk	Probability	Impact	RPN
R1	3	5	15
R2	3	3	9
R3	2	4	8
R4	3	2	6
R5	1	3	3

Table no. 18: Map of risks
(Source: own work)



From the risk analysis and by the risk priority number (RPN) we have identified the most significant risks that could occur. There are three parts where significance is determined.

- Green zone represents a part where risks are not that significant and will not affect the company much.
- Light yellow means that company should detect those risks and monitor them for better understanding and prevention of what could happen in future, in the best scenario prepare for them.
- Red zone represents a part where highest risk is. Company should immediately work on preparation for those as they could be very damaging to the company.

Table no. 19: Risk reduction
(Source: own work)

Risk	Probability	Impact	RPN
R1	3	3	9
R2	2	2	4
R3	1	4	4
R4	2	2	4
R5	1	1	1

When we take a look at risk reduction there are few points we can take from it and improve.

1. Covid-19 – To lower risks at this part we can count with the fact that situation can repeat itself and quarantine may be there again, creating a fund and saving the money can prevent it from doing big damage.
2. Instagram and Facebook posts – Those activities will be done by external social media freelancer. To prevent bad potential impacts there is recommendation to consult his actions with marketing manager as successful marketer and come up with best solution together.
3. Influencer selection – We surely don't want to damage EXE brand by inappropriate behavior, creating a good process of selection will truly help as it will reveal potential threat cooperations.
4. Youtube ineffectivity - This video will be made by professional production agency, rather than creating scenario ourselves, they will be in charge of that and EXE will serve as supervisor. Over long career of the agency they should be able to distinguish quality project or not.
5. Owner not spending money – Highlighting the real results before the owner will probably persuade him to spend money on marketing as he will surely see the real numbers and effectivity of it.

Conclusion

The main goal of the whole bachelor thesis was to analyse the current state of selected company EXE Jeans based on the microenvironment, macroenvironment, company's marketing and communication mixes, and then evaluate it in SWOT analysis.

In the theoretical part, I tried to explain the most needed information that was essential in further elaboration and readers understanding of the company situation and explaining basic terms so anyone could understand it.

Introduction of the company started the analytical part firstly evaluating macroenvironmental factors which could play a significant role for the company as this is something they cannot change by making something better. Those decisions are not up to them. On the other hand, microenvironmental factors are those which can be improved, and the company has the power to change them. Another part of the analysis was the company's marketing mix summarizing processes that the company takes to raise demand for their product and their company. Communication mix is a subpart of it and I felt like it needed to be explained in detail. Most essential parts were taken from the partial assessments of analyses and put into SWOT for evaluation.

Based on the outputs from the analytical part and its components, my aim was to recommend ways and concrete solutions how the company could make their on-line communication more effective and where it lacks performance. Those parts were individually explained, and there are recommendations for each. Bachelor thesis ends with a time schedule of suggested improvements, overall costs for those actions and people responsible for it. In the end, I conducted a risk analysis of the biggest threats that could occur and their possible alleviation.

List of bibliography and references

1. KARLÍČEK, Miroslav. *Základy marketingu*. Praha: Grada, 2018. ISBN 978-80-247-5869-5
2. KOTLER, Philip and Gary ARMSTRONG. *Marketing*. Praha: Grada, c2004. ISBN 80-247-0513-3
3. KOTLER, Philip and Kevin Lane KELLER. *Marketing Management*: Praha: Grada, 2013. ISBN 978-80-247-4150-5
4. EverythingCommerce. Medium. (2018, April 24). *The power of branding*. [online] Available at: <https://medium.com/@sanyampahwa97/the-power-of-branding-1f5798f79ccc>
5. FINKLE, Colin. - Brand Marketing Blog (2019, May 27). *The power of branding*. [online] Available at: <https://brandmarketingblog.com/articles/branding-definitions/power-of-branding/>
6. ZICH, Robert. (2020). *Basic branding and brand identity*. [lecture] Lecture presented at Fakulta podnikatelská VUT, Brno.
7. BOUČKOVÁ, Jana. *Marketing*. Praha: C.H. Beck, 2003. ISBN 80-7179-577-1
8. Medium. (2019, August 13). *A brand isn't just a nice logo*. [online] Available at: <https://medium.com/mission-insight/a-brand-isnt-just-a-nice-logo-9d286eefdaa>
9. KINGSNORTH, Simon. *Digital Marketing Strategy*, Philadelphia, PA: Kogan Page, 2016 ISBN 978-0-7494-7470-6
10. JAKUBÍKOVÁ, Dagmar. *Strategický marketing*. Praha: Grada, 2013. ISBN 978-80-247-4670-8
11. ŠTĚDRŮ, Bohumír, ČÁSLAVOVÁ, Eva, FORET, Miroslav, STŘÍTESKÝ, Václav, ŠÍMA, Jan a kol. *Mezinárodní marketing*. 1. vydání. Praha: C.H. Beck, 2017. ISBN 978-80-7400-441-4
12. ACUTT, Mark. - The Marketing Mix (2020, November 24). *Promotion - Marketing Mix Promotional Strategy*. [online] Available at: <https://marketingmix.co.uk/promotion/>
13. DIBB, Sally and SIMKIN, Lyndon. *Marketing Essentials*. Hampshire: Cengage Learning, 2013 ISBN 978-1-4080-7368-1

14. PELSMACKER, Patrick de. Marketingová komunikace. Praha: Grada, 2003. ISBN 80-247-0254-1
15. DIBB, Sally, SIMKIN, Lyndon, PRIDE M., William, FERRELL, O.C. Marketing Concepts & Strategies. Hampshire: Cengage Learning, 2012. ISBN 978-1-4080-3214-5
16. Shopify. (n.d.). *Direct Marketing Definition - What is Direct Marketing* [online] Available at: <https://www.shopify.com/encyclopedia/direct-marketing>
17. Corporate Finance Institute. (2020, June 12). *AIDA Model - Understand the Steps in the AIDA Model Hierarchy*. [online] Available at: <https://corporatefinanceinstitute.com/resources/knowledge/other/aida-model-marketing/>
18. Blueghost.cz. (2017, November 9). *4 fáze STDC: Jak správně nastavit marketingovou strategii?* [online] Available at: <https://www.blueghost.cz/clanek/4-faze-stdc-mate-spravne-nastaveny-marketingovy-koncept-2/>
19. KLEČKA, Daniel. - ObsahNaDosah.cz. (2017, September 15). *STDC framework jako základ pro úspěšné fungování marketingu*. [online] Available at: <https://www.obnd.cz/marketing/stdc-framework-jako-zaklad-pro-uspesne-fungovani-marketingu.html>
20. Patlin. (2019, April 8). *Differences Between Digital Marketing and Online Marketing*. [online] Available at: <https://patlin.com.my/2019/04/08/differences-digital-marketing-online-marketing/>
21. JANOUGH, Viktor. Internetový marketing, Brno: Computer Press, 2014 ISBN 978-80-251-4311-7
22. CARTER, Emily. - WebFX (2021, February 10). *Digital Marketing Components: 7 Elements You Gotta Have*. [online] Available at: <https://www.webfx.com/blog/marketing/digital-marketing-components-5-elements-of-a-successful-digital-marketing-strategy/>
23. RYAN, Damian, JONES, Calvin. Understanding Digital Marketing London: Kogan Page, 2009. ISBN 978-0-7494-5389-3

24. TANKOVSKA, H. - Statista (2021, February 9). *Most used social media 2021*. [online] Available at: <https://www.statista.com/statistics/272014/global-social-networks-ranked-by-number-of-users/>
25. PICHLÍK, Milan. - eHUB (2020, February 19). *Co je affiliate marketing? Zjistěte jak funguje tato forma spolupráce pro e-shopy i partnery*. [online] Available at: <https://ehub.cz/blog/post/co-je-affiliate>
26. Eurostat. (2021, January 26). *Real GDP growth rate* [online] Available at: <https://ec.europa.eu/eurostat/databrowser/view/tec00115/default/table?lang=en>
27. Kurzy.cz. (2021, January 26). *Průměrná mzda - vývoj průměrné mzdy, 2021*. [online] Available at: <https://www.kurzy.cz/makroekonomika/mzdy/?G=1&A=1&page=2>
28. Český statistický úřad (n.d.). *Míry zaměstnanosti, nezaměstnanosti a ekonomické aktivity - listopad 2020*. [online] Available at: <https://www.czso.cz/csu/czso/cri/miry-zamestnanosti-nezamestnanosti-a-ekonomicke-aktivity-listopad-2020>
29. Český statistický úřad (n.d.). *Inflace - druhy, definice, tabulky*. [online] Available at: https://www.czso.cz/csu/czso/mira_inflace
30. Český statistický úřad (n.d.). *Věkové složení obyvatelstva - 2019*. [online] Available at: <https://www.czso.cz/csu/czso/vekove-slozeni-obyvatelstva-2019>
31. Český statistický úřad (n.d.). *Vývoj obyvatelstva České republiky – 2019*. [online] Available at: <https://www.czso.cz/csu/czso/vyvoj-obyvatelstva-ceske-republiky-2019>
32. Český statistický úřad (n.d.). *Struktura přírůstku obyvatel v letech 1950-2019*. [online] Available at: <https://www.czso.cz/csu/czso/struktura-prirustku-obyvatel-v-letech-1950-2019>
33. Asociace pro elektronickou komerci - APEK. (n.d.). *V roce 2020 dosáhly prodeje zboží na internetu 196 miliard, podíl na maloobchodu vzrostl na 16 %*. [online] Available at: <https://www.appek.cz/clanky/v-roce-2020-dosahly-prodeje-zbozi-na-internetu-196>
34. EXE JEANS. (n.d.). *Všeobecné obchodní podmínky*. [online] Available at: <https://www.exejeans.cz/informace/vseobecne-obchodni-podminky>

35. EXE JEANS. (n.d.). *Ochrana osobních údajů*. [online] Available at: <https://www.exejeans.cz/informace/ochrana-osobnich-udaju>
36. Google. (n.d.). *Google Maps*. [online] Available at: <https://www.google.cz/maps>
37. Udemy.com. (n.d.) *Instagram Marketing*. [online] Available at: <https://www.udemy.com/course/instagram-marketing-for-small-businesses/>
38. Google. (n.d.). *Youtube Mockup Tool*. [online] Available at: <https://create.withgoogle.com/tools/youtube-mockup>

List of pictures

Picture no. 1: Power of branding.....	14
Picture no. 2: Brand performance.....	16
Picture no. 3: Brand prism.....	16
Picture no. 4: 4P's model.....	17
Picture no. 5: Communication mix.....	24
Picture no. 6: Six steps of successful trade.....	29
Picture no. 7: AIDA model.....	30
Picture no. 8: STDC framework sorting	32
Picture no. 9: Possible segmentation levels	40
Picture no. 10: PESTLE analysis.....	42
Picture no. 11: Porter's Five Forces	43
Picture no. 12: SWOT analysis	44
Picture no. 13: EXE Jeans logo.....	47
Picture no. 14: Population growth over the last 70 years	52
Picture no. 15: Example of a product page.....	65
Picture no. 16: Example of a product page.....	66
Picture no. 17: Example of a product page.....	67
Picture no. 18: Brands that EXE Jeans cooperate with.....	68
Picture no. 19: Locations where EXE Jeans is located	70
Picture no. 20: EXE Jeans billboard at shopping mall	73
Picture no. 21: Possible look of a EXE Jeans branch	74
Picture no. 22: Shop window in one EXE store with sales promotion	75
Picture no. 23: Landing page of EXE and their e-shop	76
Picture no. 24: Facebook website of EXE Jeans.....	78
Picture no. 25: Instagram account of EXE Jeans.....	79
Picture no. 26: SWOT analysis of EXE Jeans	81

Picture no. 27: Preview for Instagram story with swipe up	92
Picture no. 28: Preview of Instagram contest.....	94
Picture no. 29: Preview on newsletter pop-up window	96
Picture no. 30: Youtube Ad preview	97

List of graphs

Graph no. 1: GDP change in the Czech Republic	48
Graph no. 2: Average monthly wage in the Czech Republic	49
Graph no. 3: The unemployment rate in the Czech Republic	50
Graph no. 4: Inflation rate in the Czech Republic.....	51
Graph no. 5: Demographical distribution of the population by age (to 31.12.2019)	51
Graph no. 6: Population growth in previous years	52

List of tables

Table no. 1: Marketing communication.....	22
Table no. 2: Difference between mass and direct media	28
Table no. 3: Used channels.....	56
Table no. 4: Price comparison of different brands and products	70
Table no. 5: Comparison of EXE competitors of specific keywords	77
Table no. 6: EXE SEO results for specific keywords.....	77
Table no. 7: SWOT matrix.....	82
Table no. 8: SWOT matrix evaluation	83
Table no. 9: Layout of employees salary	88
Table no. 10: Employers total cost	88
Table no. 11: Types of content and their attributes	90
Table no. 12: Possible scheduling of posts	91
Table no. 13: Usage of hashtags and possibilities	93
Table no. 14: Time schedule.....	99
Table no. 15: Overall costs	99
Table no. 16: Table of risks and its scenarios.....	101
Table no. 17: Risk analysis.....	101
Table no. 18: Map of risks.....	102
Table no. 19: Risk reduction	102